

N.V. Philips Gloeilampenfabrieken

(Philips Industries)
Eindhoven, The Netherlands

The Board of Management hereby gives notice that the

ORDINARY GENERAL MEETING OF SHAREHOLDERS

will be held on Thursday, 26 April 1984, at 2.30 p.m. in the "Philips' Jubileumhal" in Eindhoven, entrance Mathildelaan/Frederiklaan. Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken (Philips' Lamps Holding) are entitled to attend this meeting.

AGENDA

1. Opening.
2. Report of the Board of Management for the financial year 1983.
3. Report of the Supervisory Board on the financial statements for 1983.
4. Adoption of the financial statements and declaration of a dividend of f 1.80 on the ordinary shares. Of this dividend an interim cash dividend of f 0.60 has already been paid.
5. Proposal by the Board of Management, which proposal has been approved by the Supervisory Board, to make a distribution in ordinary shares chargeable to the tax-free share premium account such that one ordinary share of f 10 is issued on 10 shares.
6. Proposal to authorise the Board of Management for a period of 18 months, within the limits of the law and the Articles of Association, to acquire for valuable consideration, on the Stock Exchange or otherwise, shares in the Company and in N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken at a price which must not be higher than the market price on the Amsterdam Stock Exchange.
7. Announcement of the retirement of Mr. A.E. Pannenborg as Vice-President and Vice-Chairman of the Board of Management with effect from 1 June 1984.

8. Proposal to appoint Mr. M. Kuilman, Vice-President, also as Vice-Chairman of the Board of Management with effect from 1 June, 1984.
9. Composition of the Supervisory Board.
 - a. Announcement of the retirement by rotation of Mr. A. Jiskoot as a member of the Supervisory Board and as a "commissaris," and of the retirement of Mr. L.A. Lapham as a member of the Supervisory Board on attaining the fixed age limit. Mr. Jiskoot, being eligible, offers himself for re-election.
 - b. Proposal to reappoint Mr. A. Jiskoot and to appoint Mr. C.M. Mueller as members of the Supervisory Board.
 - c. Proposal to reappoint Mr. A. Jiskoot, member of the Supervisory Board and to appoint Mr. A. Leysen, member of the Supervisory Board, as "commissaris," thus fixing the number of "commissarissen" on the Supervisory Board at eight.
10. Any other business.
11. Conclusion.

Shareholders of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken who wish to attend this meeting must comply with the instructions described in the simultaneously published notice convening the Ordinary General Meeting of N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken at a price which must not be higher than the market price on the Amsterdam Stock Exchange.

Eindhoven, 30 March, 1984

N.V. Gemeenschappelijk Bezit van Aandeelen Philips' Gloeilampenfabrieken

Philips Lamps Holding
Eindhoven, The Netherlands

The Board of Governors hereby gives notice to the shareholders of the Company that the

ORDINARY GENERAL MEETING OF SHAREHOLDERS

will be held on Thursday, 26 April 1984, at the "Philips' Jubileumhal" in Eindhoven, to be held following the meeting of shareholders of N.V. Philips' Gloeilampenfabrieken (Philips' Industries).

AGENDA

1. Opening.
2. Report of the Board of Governors for the financial year 1983.
3. Adoption of the financial statements and declaration of a dividend of f 1.80 on the ordinary shares. Of this dividend an interim cash dividend of f 0.60 has already been paid.
4. Proposal of the Board of Governors, which has been approved by the Meeting of Priority Shareholders and which is made in connection with the corresponding proposal that will be made at the Ordinary General Meeting of Shareholders of N.V. Philips' Gloeilampenfabrieken, to make a distribution in ordinary shares such that one ordinary share of f 10 is issued on 10 shares.
5. Proposal to authorise the Board of Governors for a period of 18 months, within the limit of the law and the Articles of Association, to acquire for valuable consideration, on the Stock Exchange or otherwise, shares in the Company at a price which must not be higher than the market price on the Amsterdam Stock Exchange.
6. Proposal to appoint a member of the Board of Governors to fill the vacancy arising as a result of the retirement by rotation of Mr. A.E. Pannenborg who, being eligible, offers himself for re-election. The nominations put forward by the Meeting of Priority Shareholders are:
 - 1. Mr. A.E. Pannenborg.
 - 2. Mr. C.J. van der Klugt.
7. Any other business.
8. Conclusion.

Shareholders, who (in person or by proxy) wish to attend and address the meeting and to vote thereat, are requested to notify the Company not later than 17 April, 1984. The following regulations apply:

A. Holders of share-certificates to bearer should deposit such certificates not later than 17 April, 1984, at one of the following banks in exchange for a receipt which will entitle the holder to admission to the meeting.

in the Netherlands
the Amsterdam-Rotterdam Bank N.V. in Amsterdam, Herengracht 595; the Algemeene Bank Nederland N.V. in Amsterdam, Vijzelstraat 32; or at the office of the Company in Eindhoven, Goozenwoudsweg 1.

in the United Kingdom
Hill Samuel & Co. Limited, 45 Beech Street, London EC2P 2LX.

in other countries
at the banks designated for such purpose. Further particulars can be obtained from Hill Samuel & Co. Limited, London.

B. Holders of Registered shares must notify the Company not later than 17 April, 1984, in the way indicated in the letter of convocation sent them by the Company.

Holders of common shares of New York Registry must notify the Company at the address of Bankers Trust Company Corporate Trust & Agency Group, P.O. Box 318, Church Street Station, New York, N.Y. 10015.

The Philips' Annual Report 1983 containing among other information the financial statements, the auditor's certificate and the Report of the Board of Governors for the fiscal year 1983, is deposited for inspection at the Company and at the above-mentioned banks and is mailed to holders of Registered shares. Copies of this report are available (free of charge) upon request at the Company's office (Corporate Finance Economic Information, P.O. Box 218, 5600 MD Eindhoven) and at the aforementioned banks.

Eindhoven, 30 March, 1984

PHILIPS

EUROPEAN NEWS

WORK ON FIVE REACTORS TO BE HALTED UNDER ENERGY PLAN

Spain writes off nuclear investment

BY DAVID WHITE IN MADRID

SPAIN WILL write off investments of Pta 4860m (\$2.3bn) under the downscaling of the nuclear energy programme now being undertaken by the Socialist Government, after completion between now and 1992, in addition to the six currently working.

The investments have already been made on projects rejected in the new national energy plan which is now being sent to Parliament. Five nuclear plants with a combined capacity of almost 5,000 megawatts are being dropped from the earlier programme.

The final choice had been pending since October, when the Government confirmed its election aim of reducing projected nuclear capacity to 7,500 MW in the early 1990s. This

compares with a target of 12,500 MW set in the last energy plan in 1979.

Under revised estimates of energy needs, only four more reactors are due for completion between now and 1992, in addition to the six currently working.

It is confirmed that the Government has finally written off the twin-reactor station at Trillo, north-east of Madrid.

Work on this had already been suspended, but the first Trillo reactor, being built in conjunction with Kraftwerk Union of West Germany, will go ahead and is expected on stream in 1987.

The other project which has been rescinded from doubt is a Westinghouse-model reactor at Vandelllos in Catalonia. Also

confirmed are projects of Asco,

also in Catalonia, where a first

reactor went on stream last year, and at Corrares near Valencia.

Mr Carlos Solchaga, the

industry and energy minister, said the plan contained a revi-

sion clause to allow for any of the axed reactors to be re-

installed if there were a sharp change in prospects for energy demand.

The energy plan, which was originally to have come out last year, provides for investments of Pta 1.065bn, spread over the next three years on the electric city sector (almost half the total), coal, natural gas, and nuclear fuels.

Nuclear energy is due to provide 26.5 per cent of Spain's electricity in 1987, according to the plan, against 9 per cent last year. Of the remainder, 28 per cent is due to come from hydroelectric power (29 per cent last year), 33.5 per cent from coal-fired stations and 2 per cent from oil and gas.

Commission plays down UK refusal

By No Dawney in Brussels

THE EUROPEAN Commission yesterday played down the significance of Britain's decision not to comply with its request for an early payment of \$100m in customs duty contributions.

Officials merely said they would be examining the text of Sir Geoffrey Howe's statement on Wednesday night before seeking further clarification.

The UK refusal was being interpreted as a gesture to pacify rebellious MPs, angry at the Government's failure to halve all contributions to the Community in retaliation for the delayed payment of the \$475m rebate.

Defeat in war, the division of the country and the destruction of a former national identity have made Community Market membership specially important to West Germany. In return it has huge benefits, not just industrially and politically but as the ECA problem has shown—economically as well.

Lately, however, the country has seen the EEC costs rise steadily, but with no corresponding development of the Community. There is some talk of varieties with Europe, and not for nothing does Herr Kohl have to emphasize what would seem self-evident: that "there is no alternative" to Europe.

True, the final package of EEC reform will have ingredients much to Bonn's liking: not least the new budgetary discipline which should see the money available determining policy, instead of the other way round, and the possibility that a new system might set limits on the net contribution even of West Germany.

It is easy to be cynical about the Chancellor's references, without further elaboration, to such things as "European union." Might they not give added weight to the sightings references seen in the British Press after his involvement in the breakdown of the last summit that Herr Kohl is "not strong on detail?"

There is much more to it than that, however. An EEC budget rebate to Britain of the size being argued over would leave West Germany alone as the single major net contributor to the Community. And there are powerful pressures at home upon Herr Kohl to ensure that he who pays the piper should be seen in good part to be calling the subsequent tune.

Bonn is being asked to produce more money just when the Centre Right coalition is reaping the first fruits of a stricter, but by no means universally popular

budgetary policy at home.

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EUROPEAN NEWS

Mitterrand's budget deficit ceiling breached

By David Monks in Paris

THE FRENCH budget deficit for 1983 appears to have exceeded the ceiling of 3 per cent of GNP imposed by President François Mitterrand 18 months ago.

The ceiling was intended to demonstrate the Government's determination to keep expenditure under control at a time of increasing pressure on the franc. It has continued to be viewed by M Jacques Delors, the French finance minister, as an important political underpinning of the franc.

On semi-official estimates the deficit last year rose to FF 129bn (£11.15bn), as opposed to the FF 118bn forecast in budget estimates. This means a proportion of GNP of 3.2-3.3 per cent. The larger shortfall was the result of lower tax receipts than expected.

The disclosure that the deficit ceiling was exceeded last year comes at a time when the Government is facing painful choices in preparing the 1985 budget. In order to redeem President Mitterrand's pledge of September last year that cuts as a percentage of GNP by 1 percentage point, expenditure will have to be cut by a further FF 70bn.

M Pierre Mauroy, the Prime Minister, has in recent days joined M Laurent Fabius the industry minister and M Michel Rocard in arguing that this is unacceptable.

M Mauroy proposes that the tax cut be spread out over two years so that the maximum benefit would be felt in 1986, the year of parliamentary elections.

Senior executives of French companies are rather less pessimistic about the industrial outlook than in February, with no marked changes in activity expected except for a drop in car production, the National Statistics and Economic Studies Institute (Insee) said. Reuters adds:

Its March industrial survey confirmed a recovery in industrial output since last summer. Stocks of finished goods are reported as close to normal.

Latest industrial production figures for January published earlier this month showed output up 3.1 per cent higher than a year ago, the same as in the 12 months to December.

Euro-parliament urges N. Ireland development

BY JOHN WYLES IN STRASBOURG

THE European Parliament yesterday completed its year-long probe into the economic and political aspects of the Northern Ireland problem by calling for closer co-operation between the British and Irish Governments and the creation of an EEC development plan for the province.

Adoption of a long and politically sober resolution by 124 votes to three with 63 abstentions closes a chapter on an extremely controversial parliamentary initiative. Condemning the inquiry as an unacceptable intrusion into the internal affairs of a member state, the British Government refused formal consultation with Mr Niels Haagerup the Danish Liberal charged with drafting a report and resolution for the parliament's Political Affairs Committee.

None the less Mr Haagerup's achievement won nearly universal praise yesterday including warm tributes from British Conservatives who had supported their Government's stand and opposed the inquiry.

More cuts sought in plastics

By Ivo Dawney

EUROPE'S PLASTICS manufacturing industry, which has an annual turnover of \$15bn, has three years to cut capacity and improve radically its product range if it is to hold its share of the world market, a report by the 45-member Association of Plastics Manufacturers in Europe claimed this week.

Although mergers, the redistribution of product ranges, and other restructuring measures have already taken place, APME believes a further 25 per cent capacity cut is required if European manufacturers are to meet the challenge of Middle Eastern producers entering the market.

Over the past four years, world demand has fallen by as much as 20 per cent, while several major petroleum producers, most noticeably Saudi Arabia, have invested heavily in plants.

The original 1979 twin-track plan,

U.S. plea to Dutch on deployment of cruise

BY WALTER ELLIS IN AMSTERDAM

MR CASPAR WEINBERGER, the U.S. Defence Secretary, told the Dutch Government yesterday that it was essential to Nato's nuclear defence strategy that the Netherlands deploy the full 48 cruise missiles assigned to it by the alliance in 1979.

Nato's "carefully worked-out plan" for the stationing in Europe of 572 cruise and Pershing weapons was in response to the "enormous build-up of the Russian SS20 missiles," he said, and it was important that deployment should go ahead "as originally designed."

At the start of a day of talks in The Hague, Mr Weinberger said that America was not trying to coerce the Netherlands, and that if the Dutch wanted to station fewer than 48 rockets it was entirely a matter for them.

The original 1979 twin-track plan,

however, based on cruise and Pershing deployment on the one hand and arms control talks on the other, had to be implemented, he said.

Mr Job de Ruyter, the Dutch Defence Minister, with whom the American Defence Secretary spent several hours yesterday, was quick to point out the friendly nature of the talks. "Mr Weinberger doesn't want to force anything on us," he said afterwards. "He emphasised that the number of missiles was part of a greater Nato plan."

Further evidence of the pressure under which the Dutch Government is operating came yesterday with a statement from Mr Ed Nijhuis, leader of the Liberal Party, that a failure by the Cabinet to agree to cruise would be "unacceptable" and would mean an immediate political crisis.

Nato details verification proposals at MBFR talks

By Patrick Blunt in Vienna

NATO NATIONS yesterday clarified some proposals on verification procedures in the Vienna talks on force reductions in Europe (MBFR).

The Nato delegation outlined in some detail proposals on information exchange, on the setting up of a joint consultative commission, and on measures for on-site inspection during yesterday's round of talks, Mr John Karch, the Western spokesman said.

There was a convergence of views in these areas between the West and the Warsaw Pact nations which the West was hoping could open the road to progress, Mr Karch said.

Both East and West proposals provide for regular annual exchanges of information on their forces; there are similarities in the two sides' proposals on a joint commission.

Both sides agreed in principle to on-site inspection," Mr Karch said.

Convergence

He acknowledged, however, that even in these areas of "convergence," there were still many problems to overcome.

He dismissed Warsaw Pact allegations that the West was not taking the talks seriously and in turn called on the Warsaw Pact nations to adopt a more constructive attitude and focus on areas where further work was possible right now.

The Warsaw Pact nations insist that it is up to the West to make new proposals. Western governments, on the other hand, are currently studying the Warsaw Pact proposals as part of the Nato review of East-West relations, begun last December, Mr Karch said.

The various governments have their own views and proposals but at the end of the review what will emerge will be a collective Western position and possibly new proposals. Until then it is unlikely that there will be much progress in Vienna.

Athens warms to Senate decision

BY ANDRIANA HERODIAKONOU IN ATHENS

THE U.S. is concerned by the continuing high state of tension between Greece and Turkey in the Aegean area and the disruption of regional Nato defence activity by disputes between Athens and Ankara.

These have led Greece to drop out of all joint exercises by the alliance in the region and are also holding up a long-planned new Nato command headquarters at Larissa in the north of Greece.

There has reportedly been irritation in the Pentagon over such local issues such as Communist trade union activity at the U.S. military bases in Greece. Greek court cases brought against U.S. servicemen, and the lack of progress in the investigation into the killing in Athens last November of Captain George Tsantes, a U.S. naval officer.

Turks take calm view of U.S. aid threat

By David Barchard in Ankara

THE TURKISH Government yesterday reacted with studied calm to news of a possible \$215m (£14.8m) cut in U.S. military aid next year.

However, Mr Rauf Denktaş, the Turkish Cypriot leader, condemned it as "pressures, threats and blackmail" to which neither Turkey nor Turkish Cyprus would yield.

The Foreign Ministry here said that linking military aid to economic policies in Cyprus would not be helpful. "We hope that common sense will prevail."

The proposed cut is thought likely to stiffen attitudes in Ankara. "It could prevent certain events taking place which otherwise might have taken place," said one Western diplomat, apparently referring to the handing back of the Varosha new town area of Famagusta to the Greek Cypriots.

The new town area, which includes shops and hotels abandoned after the 1974 ceasefire, has been heavily fenced off by the Turkish Cypriots, indicating that it may be handed back eventually to the Greek Cypriots south.

immediate resettlement of Greek Cypriot refugees from the area.

A government spokesman in Athens yesterday expressed "satisfaction" over the vote, which he said constituted "a clear political message to Ankara with Turkish concessions in Cyprus."

The Senate decision may ease the climate somewhat during Mr Weinberger's visit which begins on April 11 in Cypriot U.S. relations. No senior U.S. official has been to Greece since Mr Alexander Haig, the then Secretary of State, in the summer of 1982.

The Reagan Administration's proposed aid levels to Ankara, which are regarded as favouring Turkey over Greece, and which is perceived as U.S. unwillingness to put pressure on Ankara over Cyprus, rank high on the list of Greek grievances.

Appeal to bankers over Argentine debt problem

BY JONATHAN CARR IN FRANKFURT

AN APPEAL to the international banking community not to break ranks over the urgent issue of Argentina's debt has been made by one of West Germany's most senior bankers.

In particular, Dr Seipp made clear that he thought little of proposals to grant debtor nations deferral of interest rate payments, instead of providing them with "fresh money".

Some non-American banks, including German ones, favour this idea but it poses almost insuperable legal obstacles for U.S. banks. This is because their loans would be officially declared "non performing" if interest payments were not received on time, thus undermining profits performance.

Dr Seipp said bluntly that the key aim must be to make the indebted countries creditworthy again, and he doubted whether interest payment deferral would help achieve that.

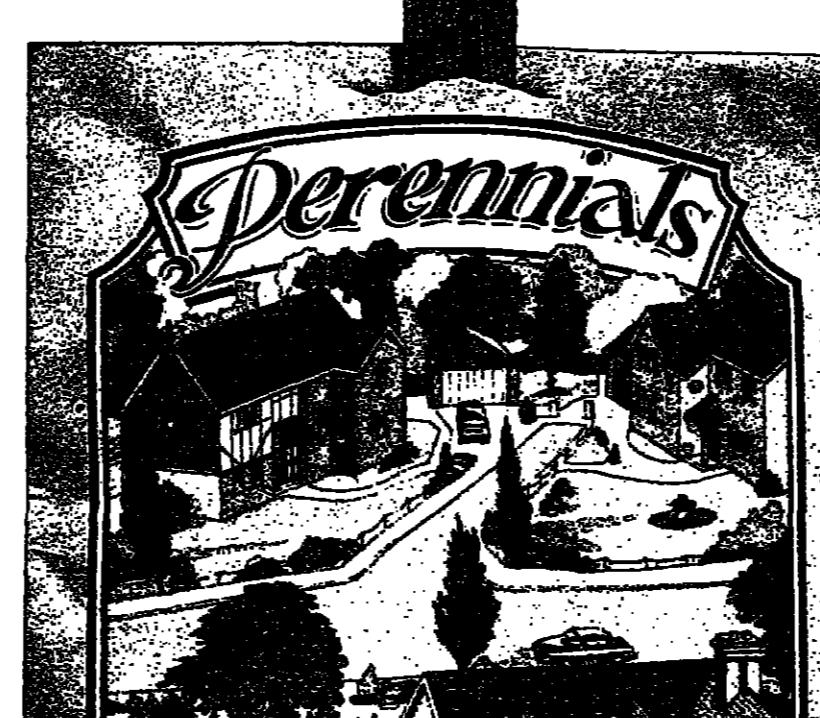
He advocated steps including longer periods for rescheduling, fresh money, flexibility on the interest rate charged to the borrowers, and bolstering international institutions, including the World Bank and the regional development bank.

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Many people said it would be a miracle if it ever happened.

Come and see it for yourself after it opens in May. It's surprising what you can achieve when you plant a good idea on Merseyside.

The Garden Festival will flower for just under 6 months. In October the gates will close. But that's not the end. It's just the start.



The future is bright for Merseyside. The changes taking place are visible. What's growing on Merseyside? Confidence. Find out for yourself.

MDC Merseyside Development Corporation
TURNING THE TIDE ON MERSEYSIDE

Contact Alex Anderson, Merseyside Development Corporation. Tel: 051-236 6090.

JDI, in lists

"Of course The Economist isn't elitist. Nearly every Company Chairman I know seems to read it."

J. E. Aisher,
Marley plc.
D. I. Allport,
Metal Box plc.
John D. Ambler,
Texaco Ltd.
D. V. Atterton,
Foseco Minsep plc.
E. G. Beaumont,
Bunzl plc.
J. M. Beckett,
F. W. Woolworth plc.
H. P. N. Benson CBE, MC,
Davy Corporation.
Sir Austin Bide,
BL Public Limited Company.
M. G. Bird,
Massey-Ferguson Holdings Ltd.
Viscount Blakenham,
S. Pearson & Son plc.
H. K. Bowden,
Conoco Ltd.
Nigel Broackes,
Trafalgar House plc.
Sir Adrian Cadbury,
Cadbury Schweppes plc.
Michael H. Caine,
Booker McConnell plc.
J. S. Camm,
DRG plc.
S. G. Cameron,
Gallaher Ltd.
The Rt. Hon. the Lord Carrington
CH, KCMG, MC,
The General Electric Company plc.
The Lord Cayzer,
British & Commonwealth Shipping.
C. J. Chetwood,
George Wimpey plc.
Trevor E. Chinn,
Lex Service plc.
Sir Robert Clark,
Hill Samuel Group plc.
Sir James Cleminson,
Reckitt & Colman plc.
W. D. Coats,
Coats Patons plc.
Basil E. S. Collins,
Nabisco Brands Ltd.
John Collyear,
AE plc.
Sir Terence Conran,
Habitat/Mothercare plc.
Gilbert A. Cooke,
C. T. Bowring & Co. Ltd.
Sir Kenneth Corfield,
Standard Telephones and Cables plc.
Sir John Cuckney,
Brooke Bond Group plc.
Sir Alan Dalton,
English China Clays plc.

Kenneth Dixon,
Rowntree Mackintosh plc.
Sir James Duncan,
Transport Development Group plc.
Sir William Duncan,
Rolls-Royce Ltd.
P. P. Dunkley MC,
Mitchell Cotts Group.
K. Durham,
Unilever plc.
Basil de Ferranti,
Ferranti plc.
F. G. Flood,
BPB Industries plc.
John Fleming,
Vauxhall Motors Ltd.
A. W. Forster,
Esso UK plc.
The Lord Forte,
Trusthouse Forte.
David Gestetner,
Gestetner Holdings plc.
Sir Arnold Hall,
Hawker Siddeley Group plc.
J. O. Hambro,
Charter Consolidated.
The Lord Hanson,
Hanson Trust.
J. H. Harvey-Jones MBE,
Imperial Chemical Industries plc.
Robert Haslam,
Tate & Lyle plc.
H. J. Heinz II,
H. J. Heinz Co.
H. R. Hewitt,
Johnson Matthey plc.
Sir Maurice Hodgson,
British Home Stores plc.
C. A. Hogg,
Courtaulds plc.
L. J. Holliday,
John Laing plc.
The Viscount Hood,
Petrofina UK Ltd.
Simon Hornby,
W. H. Smith & Son Ltd.
Nicholas Horsley,
Northern Foods plc.
Sir Alex Jarratt CB,
Reed International plc.
G. C. Kent,
Imperial Group plc.
The Lord King of Wartnaby,
Babcock International plc.
Sir Christopher Laidlaw,
ICL plc.
Sir Hector Laing,
United Biscuits plc.
J. G. S. Longcroft,
Tricentrol plc.

Sir Duncan McDonald CBE,
Northern Engineering Industries plc.
Sir Ronald McIntosh KCB,
APV Holdings plc.
Sir Patrick Meaney,
The Rank Organisation plc.
John M. Menzies,
John Menzies plc.
W. N. Menzies-Wilson,
Ocean Transport & Trading plc.
John Milne,
Blue Circle Industries plc.
R. Milner,
Kodak Ltd.
N. M. Mischler,
Hoechst UK Ltd.
D. A. G. Monk,
The Dee Corporation plc.
C. E. Needham,
Coalite Group plc.
Sir David Nicolson F. Eng., MEP,
Rothmans International plc.
D. W. Nickson CBE,
Scottish & Newcastle Breweries plc.
Sir Edwin Nixon,
IBM United Kingdom Ltd.
Sir David Orr,
Inchcape plc.
H. Orr-Ewing,
Rank Xerox Ltd.
Sir Austin Pearce CBE,
British Aerospace plc.
D. C. F. Pearson,
Gill & Duffus Group plc.
The Lord Pennock,
BICC plc.
A. R. Pilkington,
Pilkington Brothers plc.
Sir Leslie Porter,
Tesco plc.
Sir Montague Prichard,
Tozer Kemsley & Millbourn
(Holdings) plc.
R. G. Puttick,
Taylor Woodrow Group.
W. M. Pybus,
AAH Holdings plc.
John Michael Raisman CBE,
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Ken Roberts,
Norcross plc.
Sir John Russell,
Elf Aquitaine UK (Holdings) Ltd.
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J. Sainsbury plc.
The Viscount Sandon T.D.,
Powell Duffryn plc.
The Rt. Hon. Lord Duncan
Sandys,
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Ernest W. Saunders,
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A. N. Stockdale,
Associated Dairies Group plc.
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Whitbread & Co Ltd.
Sam Toy,
Ford Motor Company Ltd.
Sir Anthony Tuke,
Rio Tinto Zinc Corporation.
A. W. Wagstaff,
Tootal Group plc.
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R. C. Wheeler-Bennett,
Thomas Borthwick & Sons plc.
Sir Frederick Wood,
Corda International plc.
C. T. Wyatt,
Costain Group plc.
F. E. Zollinger,
Imperial Continental Gas Assoc.

Above, you see just a few of
our regular readers.
(We'd like to thank them for
their public support.)

We'd be surprised, however,
if all of them loved The
Economist at first sight.

More often than not, it's an
acquired taste.

Sometimes, it may need three
or four issues before the habit
takes.

But when it does,
just look how far it
can take you.

The
Economist

TECHNOLOGY

ELECTRONICS OPENS UP COMPETITION IN BANKING

Why Citibank loves computing

BY ALAN CANE

"WHAT WORRIES me most," Mr Kent Price said reflectively, "is the prospect of non-banks like IBM and AT&T taking advantage of the technology to get into the banking business and who will not be subject to the same regulations and controls."

Mr Price, chief of Citibank's London operations, was speaking only hours before the news broke that IBM, the world's largest computer manufacturer had joined forces with Merrill Lynch, the U.S. financial services company, in a joint venture company to provide financial information to business customers.

Significantly, Merrill Lynch already offers a cash management account, combining traditional brokerage with banking products and based on the

U.S. has invested some \$500m in advanced electronic technology over the past three years: "That investment is what will give us the edge," Mr Price claims. "Very few can make that equity bet." He went on to emphasise the importance of the bank's world-wide telecommunications network, Cosmos. "Other banks have not pulled it all together in this way yet."

But Citi cannot claim that all those dollars were spent to its best advantage. As a bank, it has a preoccupation with starting from scratch and building its own machinery rather than buying in from outside.

In the U.S. it built its own very sophisticated automated teller machines which allow its customers to pay bills, move money from one account to another and check their statements in addition to simple cash withdrawal. Other banks have simply bought in machines with the same level of sophistication and greater from companies like Diebold and Olivetti.

During the development of its home banking system it devised and built a very expensive home computer which its customers could use to gain access to their accounts over the telephone lines.

Other banks, notably Chemical, simply used a cheap off-the-shelf home computer from companies like Atari. After some months of trials using its expensive terminal, Citi now offers software which enables the systems to be connected to popular machines like the Atari, Tandy and so on. Mr Price is untroubled by all

this. "We have severe case of 'not invented here' he admits," but we recognise that if we were to work at the leading edge of the technology, then we are going to make expensive mistakes."

"But now we have been through the painful process of establishing a common system."

Cosmos—throughout the company and every commercial branch is linked through this system. I do not believe any other bank is as advanced as that."

That electronic interconnection applies to Mr Price as well as to his senior managers. His office in Citibank House in the Strand is much like that of any other bank chief executive with one exception.

By the side of his desk is a custom built console into which are fitted the inevitable Reuters electronic information screen—and a Displayphone, a desk top device manufactured by Northern Telecom (but supplied by British Telecom) which is thought to be the world's first commercial combined business telephone and data terminal.

Using the Displayphone, Mr Price can hold ordinary voice conversations while at the same time pull up information on the screen from a variety of computer databases—he can even inspect the state of his account in New York.

The N-I-H syndrome is, perhaps, beginning to weaken a little. Mr Price intends to use the Displayphone as the desk top terminal for a whole range of cash and treasury management services CitiBank will release under its "Citibanking"

funds management label. Meanwhile, Mr Price has one of the very few Displayphones in Citibank House. "Kent gets all the new gadgets first," a colleague muttered enviously.

Citi is different from other U.S. banks, even from other U.S. banks, in its aggression and its positive attitude to technology led by its senior management.

Writing in the 1983 annual report, chief executive Walter Wriston noted: "The delivery of financial services requires not only people dedicated to service excellence, but also the willingness and skill to expend large amounts of money on technology. Information about money is almost as important as money itself, and CitiCorp's ability to deliver prompt, accurate information electronically to the corporate treasurer's desk, to the consumer's home or to our account officers in 95 countries around the world is a vital part of our business."

Kent Price is in that mould: "I love this technology," he declares. "I go nuts about these machines." Indicative perhaps is the fact that when Citi first espoused the concept of distributed processing—putting computer power at the elbow of the user, it called the project "Paradise."

Mr Price is happy to take on the IBM of this world at their own game: "Banking is an information business," he says, pointing out that one difference between, say, an importer and a banker faced with a letter of credit is that the banker knows how to negotiate it. Now the banker knows how to negotiate

it electronically. CitiTrade, which enables a client to write a letter of credit in his office and transmit it to the bank electronically, has been launched by the bank in Hong Kong.

But if Citi is looking speculatively at what IBM is up, the UK clearing banks are watching Citi with interest. It has agreed to take part in the Clearing House Automated Payments System (CHAPS) it is involved in the building societies ATM plans through Citibank Savings members of LINK an atm consortium including Abbey National and it has applied to join the Committee of London Clearing Banks.

CITIBANK

Whether allowed in or not, Mr Price sees the technology Citi can offer as a principal way of securing new customers, corporate and domestic, in the UK.

CitiBank is also looking for corporate customers: "I intend to double the number of our corporate customers on electronic systems this year and home banking the approach for the domestic market." I would love to sit at home at the weekend and pay my Diners Club bill using a home banking system. That to me is the 21st Century."

He is already using computer assisted marketing and computer assisted training for customers. Salesmen will carry portable computer terminals to demonstrate Citibanking: "We have to concentrate on the bells and whistles," Mr Price says.

The UKAEA initially licensed its technique to Hawker Siddeley of Welwyn Garden City. The company thought that the business of ion implantation would fit in with its existing activities in electron-beam welding. In both operations, beams of particles are directed at high energies through a vacuum.

Mr Geoff Dearnaley, a Hawker Siddeley engineer working on ion implantation, said he was "very happy" about the transfer of the licence to Tecvac.

In yet another twist to the saga, another company — this time American — has applied to Harwell for permission to sell machines based on the ion implant method. Zymet of Boston went as far as to buy one of the Hawker Siddeley machines to find out how it works. It then sold back this machine to the UK — this is the hardware that Tech-Ni-Plant will use.

Dr Dearnaley says that Harwell will have an exclusive licence with Tecvac so no deal with Zymet is possible. If the U.S. company tries to sell hardware based on the British design without first gaining the agreement of Tecvac, it could risk infringing Harwell's patents.

This is not the first time that Harwell has found itself in negotiations with an American company over ion-implant technology. In another application of its technique, Zymet directed at semiconductors to introduce "dopants" and change the electrical properties of the material.

PETER MARCH

YOUNG UK COMPANY FINDS FAVOUR WITH LARGE U.S. CORPORATION

Memorex funds Future Computers

MEMOREX, the U.S. magnetic media and equipment company, has put its faith in a small British company called Future Computers. It has invested £200,000 in the Croydon-based manufacturer with the option to take 15 per cent of Future's equity.

Mr Bob Jones, co-founder of Future Computers, said that the money will be used to develop computer products for Memorex, which is part of the Burroughs group.

Future Computers, set up by Bob Jones and Brian Jackson,

has had success with its FX range of computers. These start with a low cost stand-alone computer with built-in local area network communications costing only £1,975. This can expand into a fully integrated electronic office with many users and applications. It is also IBM compatible.

Mr Jones and Mr Jackson started business selling other people's computers such as the Commodore Pet and Televideo machines. Through this experience, both realised the needs of the market and decided to design their own computer.

When the company first started "getting cash was our single biggest preoccupation," said Mr Jackson. Their money problems were eased, however, by the British Technology Group which helped them raise £1.25m.

The equipment is made for Future Computers by Thorn EMI alongside other computers such as Sinclair's QL. Present output of computers will be up to 1,500 by November though the upper limit could be 3,000 a month. If present demand for the product continues Future Computers' turnover will reach

£16m by the end of its financial year. That will represent a 400 per cent increase on the previous year.

About 50 per cent of the company's output is exported and this is expected to rise to about 75 per cent next year. Most exports are to Europe though Mr Jackson said that plans were in hand to ease the company into the U.S.

Memorex, which has made several investments in small high technology companies recently, will make the products developed by Future Computers in the U.S.

One of its biggest successes has been in France where Leonard, part of the Creusot-Loire group and third largest microcomputer manufacturer in the country, has signed a licence with Future Computers to manufacture the FX range.

In the UK Future Computers intends to spend £2m this year on new product development and on its manufacturing line.

Additions to the FX range are likely to include terminals, workstations and a file server which shares data storage.

ELAINE WILLIAMS

MATERIALS TREATMENT

Interest rekindled in ion implants

Ni-Plant on Aston University's Science Park. The pair have bought one of Hawker Siddeley's original machines. With it, Tech-Ni-Plant hopes to earn £60,000 in the first year in fees for treating pieces of metal from customers.

Initially the company will concentrate on treating tools used for moulding in the plastics industry. The machine blasts massive large numbers (3×10^{17}) ions per square centimetre at metals such as steel. The ions form a tough layer just 1-2 micrometres beneath the surface. Ms Hamilton says that with the treatment the life of moulds can be improved by a factor of between two and ten.

The two other machines made by Hawker Siddeley were bought by Verdict, a small company in London, and Lucas, the motor components group. The former runs a service for companies along the lines of what Tech-Ni-Plant will offer. Lucas operates the hardware for its own use at its Solihull research centre, which is where both Ms Hamilton and Mr Cooper used to work.

Dr Geoff Dearnaley, a Hawker Siddeley engineer working on ion implantation, said he was "very happy" about the transfer of the licence to Tecvac.

In yet another twist to the saga, another company — this time American — has applied to Harwell for permission to sell machines based on the ion implant method.

At the end of last year, the company decided to pull out, transferring the licence to Tecvac. Mr Malcolm Boston, managing director of Tecvac, says that in the first year he hopes to sell two or three machines at about £180,000 each.

In a few years, annual sales could rise to six to 12 machines, says Mr Boston. "This technique is still in its infancy. We see very considerable expansion in the future."

In the UK Future Computers also sells other hardware in which materials are coated onto the surfaces of metals or plastics by vapour deposition. In this way, for example, substances such as titanium nitride provide a layer which lends strength to a metal plate.

In the second development, Ms Shirley Hamilton and Mr Gary Cooper have set up Tech-

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Printing

Ribbons re-used

ACCORDING TO Graphic Systems of Cambridge, single pass printer ribbons of the type used in daisy wheel, thermal wheel, golf ball and similar computer printers, could be used up to four times without loss of print quality.

So the company is offering, for £85, a simple double spool rewinding unit, or will rewind customers' ribbons for half the price originally paid for them. It will even rewind the first two ribbons free.

According to John Davidson, the company's managing director, use of the unit could reduce a £25,000 per annum ribbon budget to £1,250 if all the ribbons were reused four times. He also claims that it only draughting quality can be accepted.

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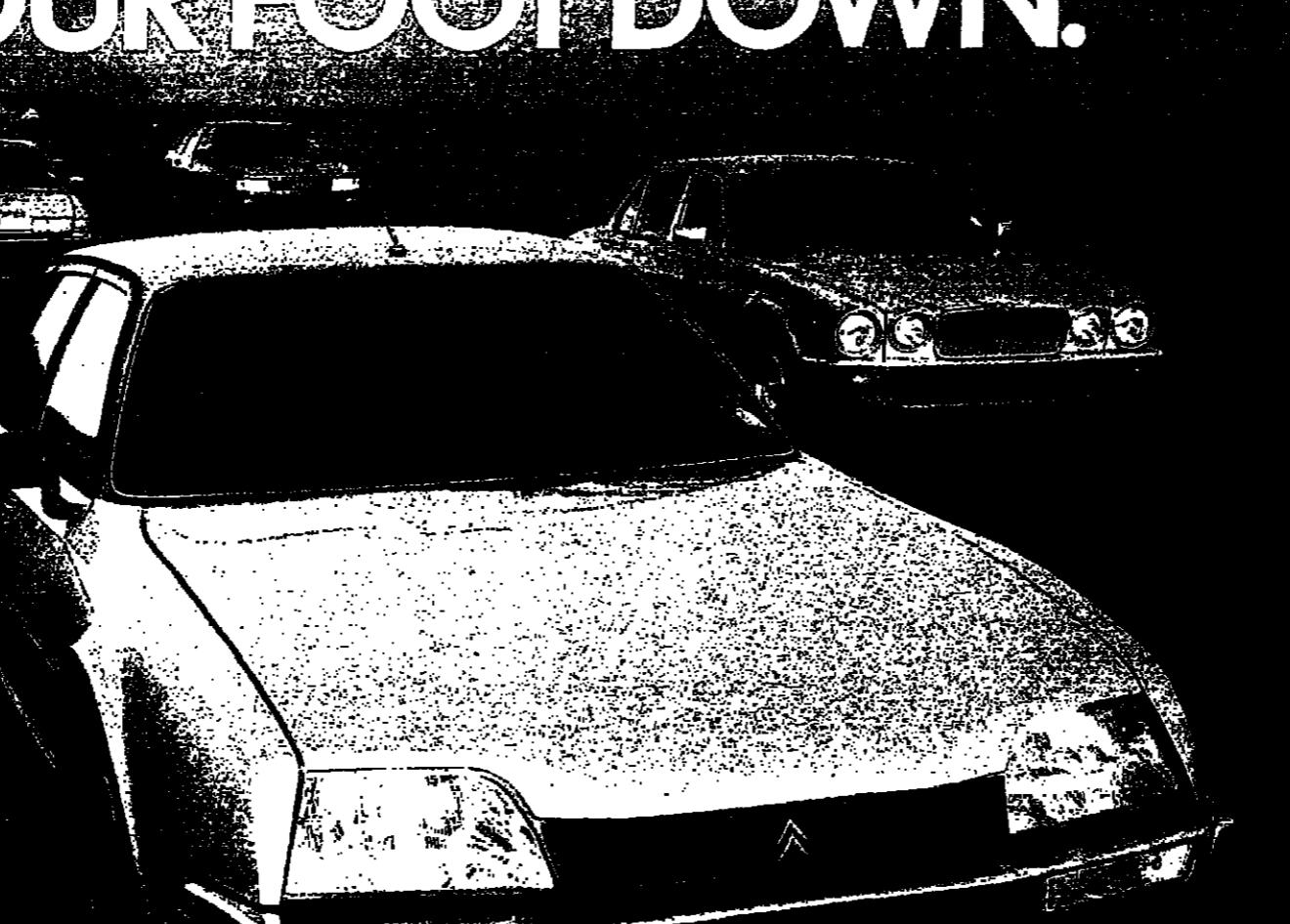
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Crossed links

If the Electronics in Europe Survey, published on Wednesday, was wrongly stated that Olivetti and BASF have manufacturing links with Fujitsu. In fact both companies have been supplied with computers from Hitachi for several years.

IF YOU EXPECT MORE THAN LUXURY FROM A LUXURY CAR, PUT YOUR FOOT DOWN.

0-60 9.1 SECS



The new Citroën CX GTi is everything you'd expect from a luxury saloon.

Its high level of sound proofing, starting with rubber mountings attaching the car's body to its underframe, insulates you from the trials and tribulations of the world outside.

Finger-light power steering allows you to manoeuvre effortlessly out of the tightest parking

spaces. There's no grasping at stalks when you want to indicate.

With the CX's satellite control system you can operate all the functions without taking your

eyes off the road or your hands off the wheel.

The self levelling suspension system, of course, is legendary, giving what one motoring journalist described as 'the most comfortable ride in the world', and compensating automatically in the event of a high speed blow-out allowing you

to carry on as normal, braking and cornering until it's safe to stop.

But under the bonnet the GTi has something you may not expect from a luxury saloon.

It's a new 138 bhp, fuel-injected 2.5 engine.

Put your foot down and it will take you up to 125 mph, accelerating faster than the Jaguar XJ6 4.2, BMW 525i, Audi 100 CD and the Rover 2600 SE.

The once quiescent power steering becomes progressively more precise and firm as your speed increases. There's barely any variation in driving control even in strong crosswinds due to the CX's aerodynamic shape and its self levelling suspension.

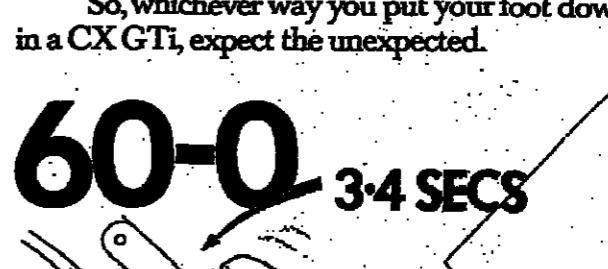
To improve the handling even more, Citroën have made the GTi's suspension firmer, and fitted a stiffer front anti-roll bar.

Alloy wheels, low profile tyres and a rear spoiler are, of course, standard.

Put your foot down on the brake pedal and you'll find the CX GTi has stopping power to match its performance.

Its four disc brakes work on two completely separate power operated circuits, which makes them respond quicker than conventional systems, while the built-in compensator virtually eliminates rear wheel lock.

So, whichever way you put your foot down in a CX GTi, expect the unexpected.



CITROËN CX GTi £11,114.

PRICE INCLUDES CAR TAX, VAT AND FRONT SEAT BELTS BUT EXCLUDES DELIVERY AND PLATES. PRICE CORRECT AT TIME OF GOING TO PRESS. GOLF FUEL FIGURES FOR CX GTi: L100 CYCLE 20.8MPG (3.5L/100M); CONSTANT 56MPH: 31.2MPG (7.4L/100M); CONSTANT 75MPH: 20.4MPG (5.3L/100M). 0-60MPH COMPARISON CLAIM BASED ON MANUFACTURER'S FIGURES. JOHN CHOICE MAGAZINE, JANUARY 1984. CITROËN CAR LTD, MILL STREET, BLOOMSBURY, LONDON WC1N 2ED. TEL: 01-580 2266.

John Mottram

WORLD TRADE NEWS

Kobe Steel signs Y12bn order for Egypt iron plant

BY IAN RODGER IN LONDON

KOBE STEEL has signed a Y12bn (£38m) contract to manufacture a direct-reduction iron plant for the El-Dikella steel complex of Alexandria National Iron and Steel in Egypt.

The plant will have capacity to make 716,000 tonnes of sponge-iron a year using the Midrex natural gas process, and is to be built by mid-1987.

Lurgi of West Germany, which has the exclusive rights to market the Midrex process in Egypt, is providing extended basic engineering to Kobe.

The project is being financed by Japanese sources.

Mr Fred Stiebler, head of Lurgi's steel reduction process division, said that by far the largest portion of the contract would be filled in Japan, but did not expect there would be much opportunity for European equipment suppliers to participate.

He pointed out, however, that the contract did not include the

Lucas sells £1m brakes licence to Skoda

By David Buchan

BRITISH efforts to win more of the orders which Czechoslovakia is placing with Western companies to upgrade its vehicle industry has borne initial fruit, with Lucas selling a firm licence to Skoda for the manufacture of Girling brakes.

This was announced at this week's meeting in London of the Czechoslovak and London Chambers of Commerce.

Britain's trade deficit with Czechoslovakia widened last year to £31m, and the automotive sector in which UK exports were £2.1m, against Czech exports of £12.2m in 1983.

Kobe acquired the Midrex Corporation of the U.S. last year for more than \$20m, including the Midrex direct-reduction technology. This is a technology for producing iron that bypasses the conventional blast furnace process.

Kobe claims the sole right to sell Midrex plants in Iran and says it had an assurance from Midrex last year that this right had not been impaired by the breakup of the Korf steel empire.

Western nations press for changes to Unctad

GENEVA - A group of western industrial nations gave notice this week that they would press for an overhaul of the UN Conference on Trade and Development (Unctad).

During a meeting of the UN agency's governing board in Geneva, a strongly worded paper outlining Western countries' dissatisfaction with Unctad was presented to leaders of the developing countries' UN voting bloc.

The paper was drafted by the U.S. and diplomats said it received general backing from other countries in the Organisation for Economic Co-operation and Development (Oecd) at a meeting last week of the Oecd's North-South group in Paris.

The paper said "serious negative trends" in the North-South economic dialogue were evident in Unctad's activities. It said efforts to alter these trends should be made within the UN agency.

Citing parallels with the UN Educational, Scientific and Cultural Or-

EEC, China in textiles accord

China yesterday agreed to new quotas on its textile exports to the EEC following five rounds of negotiations, AP-DJ reports from Peking.

A protocol, requiring com-

munity approval, was finalised by M Jean-Pierre Leng, the chief EEC negotiator, and Li Dengshan, head of the Chinese delegation.

The agreement renews a five-year pact that expired at the end of 1983.

AP-DJ

Kenneth Gooding reports on Austin Rover's bid to secure a harder line in the EEC Why Spain's car import curbs annoy rivals

diary, is pressing the UK Government to take an aggressive stance over car trade with Spain when negotiations on the subject between Spain and the EEC begin shortly.

The main bone of contention remains that cars imported to Spain attract duty of 36.7 per cent while Spanish cars can enter the Common Market by paying only 4.4 per cent. The addition of Spain's discriminatory internal taxes raises the penalty on imported cars to 54 per cent.

Pressure from the British Government was mainly responsible for the Spanish agreeing to a quota of 15,000 cars from EEC countries which could be imported at reduced rates of duty in the year from July 1, 1983.

Austin Rover benefited from

this to the extent of being able to import 1,697 cars into Spain during the year at reduced levels of duty.

However, there remained a major imbalance in car trade between the two countries last year. AR, the sole UK exporter of cars to Spain, pushed its registrations there up from 11,531 in 1982 to about 2,300 last year. UK imports of Spanish cars eased back only slightly, from 52,187 (or 3.36 per cent of the total market) to 48,765 (2.7 per cent).

Ford has switched much of the sourcing of its Fiesta cars for Britain away from Spain either to Dagenham in the UK or to Cologne in West Germany, and last year its Spanish car imports dropped from 52,187 to 23,770.

However, General Motors, the

Vauxhall-Opel group brought its new Spanish plant on stream two years ago and it is the sole supplier of the Vauxhall Nova to Britain. Last year, 24,995 Novas were registered.

GM expects to export about 200,000 Spanish cars a year to EEC countries—where they are mainly sold as the Opel Corsa—and this might well encourage other Common Market Government to support the UK stance more emphatically.

The other new element which has been added this year is the emergence of the State-owned group Seat as an exporter in its own right. Until recently, the company was firmly linked with Fiat of Italy and Seat cars were sold through Fiat's dealer network.

Seat is setting up its own dealer network and aims for a

1.5 per cent share of the West European car market by 1986. The company is to appoint an importer for the UK in April and hopes to sell about 30,000 cars a year in Britain, starting next year.

Austin Rover is particularly concerned about the problems of keeping a decent dealer network alive in Spain until that country joins the EEC and the duty barriers are gradually removed.

Spain has also promised to substitute VAT for its own internal taxes and that should reduce the penalty on imported cars by about 10 percentage points.

Austin Rover has 27 main dealers and 15 sub-dealers in Spain and has kept a headquarters in Madrid in expectation of Spain's accession to the European Community.

The UK group complains that the quotas agreed for the current year—5,000 cars in the 1,300 to 1,600 cc range at a reduced duty of 19 per cent and 10,000 in the 1,900 to 2,600 cc range at a duty of 25 per cent—will not appreciably change its financial position in Spain for the better.

Austin Rover is therefore pressing for further duty and quota relaxations for future years.

Indications are that the UK Government will reflect that attitude when the EEC prepares to talk to the Spanish about quotas for the year beginning in July.

The British trade unions continue to be concerned about the buildup of Spanish car imports before Spain is opened up to UK cars.

Eximbank backs \$184m mining loan to Turkey

BY RICHARD JOHNS

THE Organisation of Petroleum Exporting Countries' crude oil output will average 18.5m barrels a day in 1984 and run at a rate of no less than 17m b/d in the critical second quarter, according to stockbrokers Grieveson Grant.

The London firm believes fears of a collapse of spot prices are "misplaced" and they should show strength from mid-summer whether or not Opec reaches agreement on higher quotas at its July conference.

Its latest forecast, a very "bullish" one from the point

b/d in the last quarter of the year.

In its most recent assessment, the International Energy Agency foresees Opec output in 1984 at a maximum of 17.9m b/d depending on the level of stock drawings.

Inventories are at their lowest level for four years, Grieveson Grant point out. Meanwhile, the firm estimates that non-Communist world demand rose by 4.9 per cent in the first quarter and will increase by 3.6 per cent from 44.5m b/d to 46.1m b/d, over the full year.

American Holt of St Paul, Minnesota; Title Giant of Des Moines, Iowa; Caterpillar Tractor, Peoria, Illinois, and Mining Progress of Chicago.

Two other companies, WARCO of Peoria, and GEAG of Suffolk County, New York, are also expected to be involved in the projects.

The Eximbank, which did not disclose the terms of the American Express credit to Turkey, cleared the loan guarantee after it was reviewed by the House and Senate Banking Committees of the US Congress.

While the Turkish Government rescheduled indebtedness to the Eximbank between 1978 and mid-1983 because of its economic problems, the US export credit agency said Turkey has been "essentially current on all Eximbank loans and guarantees" since then.

The Congressional committees also agreed that Turkey could have obtained the mining equipment and heavy vehicles from suppliers in other industrial countries, including Japan.

The Eximbank noted that Japanese manufacturers of such equipment have been "aggressively seeking" what were once exclusive overseas markets for US producers of mining equipment.

AP-DJ

Oil price expected to stay firm

BY DAVID BARCHARD IN ANKARA

MR BUZED DURDA, the Libyan Agriculture Minister, has accused Turkish contractors of "exaggerating" their payments when a meeting of difficulties in Libya.

The accusation, which came during a visit when Mr Durda and the Turkish Government have been trying to thrash out ways of paying a \$700m (\$500m) backlog in Libyan payments to Turkish contractors, tractors in Ankara.

Turkey has just concluded an agreement with Libya under which the Government will pay cash owing to Turkish contractors in exchange for 1.5m tonnes of crude.

Turkish officials say this will not go far towards paying Libyan debts which could be well over the \$1bn mark when payments for machinery and wages are taken into account.

Mr Durda threatened possible

reprisals by Libya if Turkish contractors continued to air their grievances in the press.

In general, however, the Turkish Government seems pleased by the outcome of the visit.

A second agreement to divert payment for purchases of 1m tonnes of Libyan crude by Turkey to pay contractors' debts is expected to be agreed when the Prime Minister, Mr Turgut Ozal, visits Libya in May.

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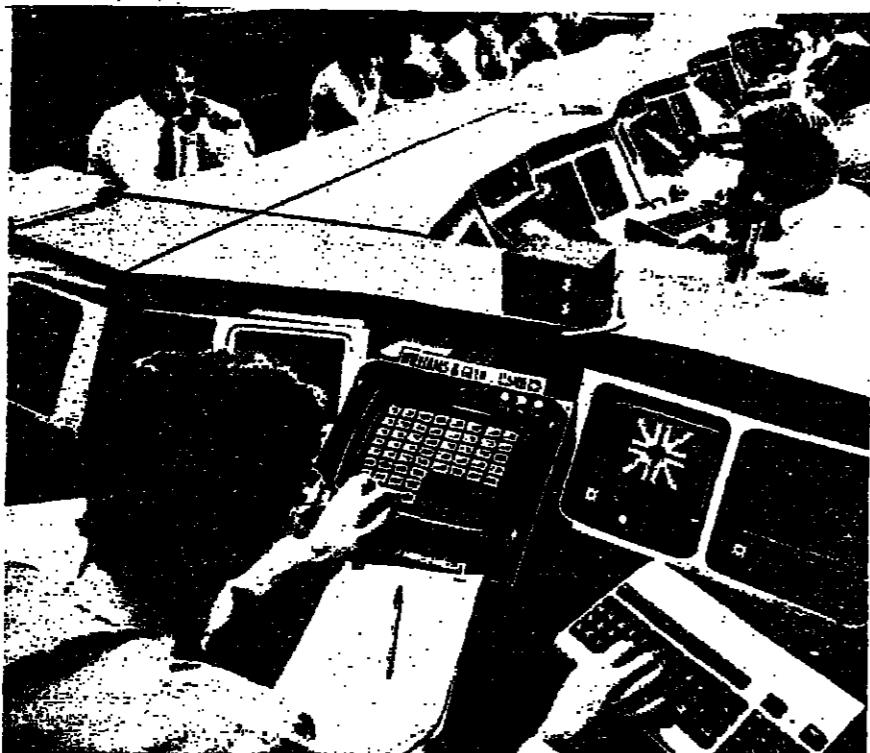
JULY, 1984

Joel, in Lts

Financial Times Friday March 30 1984

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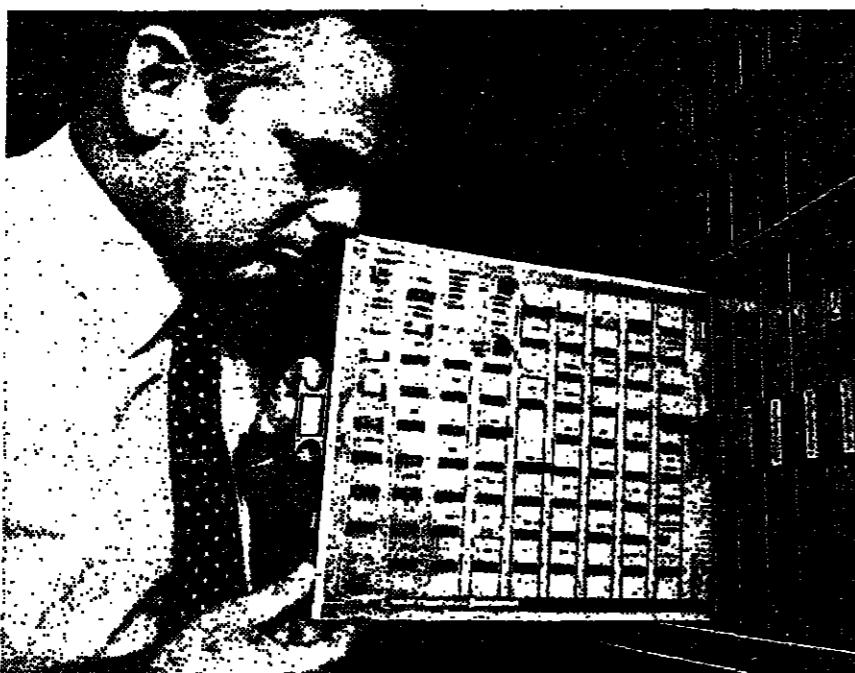
Pressing on



A touch of magic

Literally at your fingertips—a comprehensive telephone system, data retrieval, computer access and telex. All at the touch of a finger on the monitor surface of this unique terminal.

The British Telecom-designed City Business System is a runaway success. More than 900 screens are already in use, orders worth over £10 million in hand, including exports to the US, Europe, Middle East and Hong Kong.



System X-digital flexibility

A 'slice' of the modular microprocessor circuitry that enables System X—Britain's advanced new electronic telephone exchanges—to adapt, quickly and simply, both to customers' requirements and to technological progress.

Digital techniques pack more communications power into far less space. Equally at home in data, facsimile and video transmission as well as conventional speech, they open wide the door to the electronic office of the future.

System X means faster call connection, improved clarity and many new facilities for business and private customers.



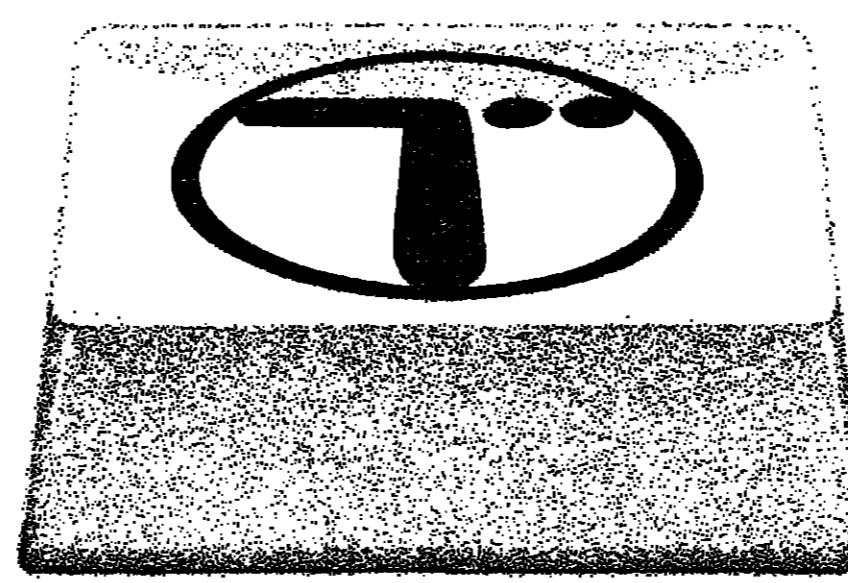
Up she rises!

Coming ashore in Cornwall, British Telecom's newest transatlantic cable.

Carrying over 4000 simultaneous telephone calls, it provides the world's first full-colour digital transatlantic video conferencing service.

In Britain, every telephone customer can personally dial 135 countries, covering 93% of the world's telephones.

Sadly, this facility is not always two-way. For example, you yourself can dial Dallas, Beverly Hills or Washington DC in the United States. But, customers in these populous places have to go through the operator for calls outside the US.



Healthy growth

British Telecom, one of Britain's largest businesses:

- opens 4 modern exchanges every week.
- runs the World's 5th largest phone system.
- will soon install Britain's 20 millionth phone line.

It demands less maintenance, while sensitive built-in detectors swiftly pinpoint network faults.

In the next three years British Telecom plans 30 more System X trunk units and 1200 local exchanges.

A vast investment in efficiency, economy and progress for Britain.



And-another first!

British Telecom has now launched SatStream North America—the world's first satellite-based, all-digital transmission service across the Atlantic.

This is beamed by another world first—a new compact dish aerial based on principles established by James Gregory, a 17th century Scottish mathematician.

The Gregorian design is three times as accurate as existing systems four times its size!

NEXT:

Leadership in "Lightlines".
Advances in business systems.
New look in phones.
And much more.

British

TELECOM The power behind the button.

UK NEWS

Energy Department picks key areas for technology exports

BY MARK MEREDITH, SCOTTISH CORRESPONDENT

THE DEPARTMENT of Energy has singled out the offshore oil developments in China, India and Canada as prime targets for exporting British technology.

Mr John d'Antona, director of the department's Offshore Supplies Office, which monitors oil and gas activity, told a conference in Glasgow organised by the Confederation of British Industry (CBI) that British companies supplying goods and services offshore must start to develop their exports.

"We either export or fade gracefully away in 20 years' time," he said.

The Chinese have taken a bold step in relying on the international oil industry, rather than their in-

digenous offshore facilities to develop oil fields.

"They are roughly at the stage we were 20 years ago at the discovery stage," Mr d'Antona said.

Britain had a similar balance to that of the Chinese in matching government promotion with international private sector competition, Mr d'Antona said.

Mr Alick Buchanan-Smith, Minister of State for Energy, urged companies to make a greater commitment to winning offshore orders.

British oil companies had spending plans worth over \$320m during the next three years in China.

India's offshore market was more mature with offshore expenditure of about \$500m each year. While gas would be developed off the west coast, the oil to be recovered from U.K. and other foreign companies included in the figure.

Notice of Redemption**PROVINCE OF MANITOBA****Series 10A 9 1/4% Debentures Due April 30, 1985**

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1	386	717	1149	1588	1973	3107	3623	4416	4630	7382	8878	9879	10032	10821	11176	11812
2	404	729	1155	1595	1973	3110	3623	4419	4633	7382	8878	9880	10032	10821	11176	11816
3	404	729	1155	1595	1989	3111	3798	4205	4631	7387	8877	9881	10036	10822	11176	11817
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10	417	729	1156	1597	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
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13	417	743	1174	1607	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
14	417	743	1174	1607	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
15	417	743	1174	1607	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
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36	430	760	1203	1620	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
37	430	760	1203	1620	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190
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40	430	760	1203	1620	1991	3123	3802	4213	4666	7411	8891	9903	10044	10824	10873	11190

Job, in its

Financial Times Friday March 30 1984

11

Only one British airline flies the new long-range Airbus.



No prizes for guessing which one.

We're the British airline that's independent—which makes us very dependent on our passengers.

(Last year, we flew over 2 million of them to 24 countries in 5 continents.)

We're also the British airline that's Airline of the Year.

(Thank you, readers of Executive Travel magazine.)

We're the British airline that's famous for its friendly, efficient hostesses.

(They're recognisable by their cheerful smiles and tartan uniforms.)

And the British airline that operates out of London-Gatwick, the fifth largest international airport in the world.

(From May 14th, just 30 minutes from

Victoria by the new Gatwick Express.)

As from today, we're also the British airline that flies the new Airbus A310.

(Initially, it'll be serving part of our African network.)

The A310 is the most advanced wide-bodied jet of its kind in the world.

Its unique video-display flight deck was designed with the help of more than 50 pilots from 15 airlines.

It's a passenger's dream, too.

Whether you travel economy or First Class, you'll find the aircraft supremely comfortable and quiet.

In fact, the new Airbus is the perfect way to fly.

Especially now it's got our name on it.

We never forget you have a choice.

British Caledonian
(As if you didn't know)

UK NEWS

BANK OF ENGLAND QUARTERLY BULLETIN

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PROVINCE OF MANITOBA

Series 10B 9 1/4% Debentures Due April 30, 1985

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32	1105	2071	2711	3365	4065	4565	5319	6756	7101	7785	8496	9272	10130	10609	11572
44	1107	2116	2714	3367	4067	4567	5321	6758	7103	7787	8498	9273	10131	10610	11576
49	1108	2117	2716	3376	4069	4569	5321	6759	7104	7788	8499	9274	10132	10611	11577
51	1109	2119	2717	3377	4070	4570	5321	6760	7105	7789	8500	9275	10133	10612	11579
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61	1121	2121	2721	3386	4073	4573	5326	6778	7109	7792	8504	9280	10147	10638	11586
74	1122	2122	2722	3386	4074	4574	5326	6765	7110	7793	8505	9281	10148	10639	11587
102	1123	2123	2723	3387	4075	4575	5327	6766	7111	7794	8506	9282	10149	10640	11588
179	1124	2124	2724	3388	4076	4576	5328	6767	7112	7795	8507	9283	10150	10641	11589
183	1125	2125	2725	3389	4077	4577	5328	6768	7113	7796	8508	9284	10151	10642	11590
184	1126	2126	2726	3390	4078	4578	5329	6769	7114	7797	8509	9285	10152	10643	11591
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305	1250	2129	2739	3396	4079</td										

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

FEW management fashions have promised so much, but delivered so little. Yet, with the sure-footed instinct of a dutiful lemming, company after company still persists in grabbing at it—and then falling headlong down the proverbial cliff.

It calls itself "internal management". Or it was, until the venture capital boom exploded into life a few years ago. Now, to distinguish it, it is generally dubbed "internal corporate venturing".

First popularised in the U.S. by 3M and DuPont in the late 1960s as a way of injecting themselves with a needed dose of entrepreneurial dynamism, it was taken up at one stage by almost a third of the companies in the Fortune 500. Almost without exception, by 1980 it had failed, as it had within the few adventurous European companies which had tried it—including BOC, ICI, Pilkington and Shell.

Despite the publication of a remarkable series of articles with titles like "A visit to the new venture graveyard," the fashion then immediately began to rear its head more widely in Europe among a new batch of top managers desperate to break through the usual dreary corporate cycle of internal bureaucracy, bungled acquisition, inertia and decline. Now, just as swiftly and surely, with a few exceptions—notably at BP—it is again collapsing.

The centerpiece of this persistently resilient fad has tended to be a new ventures "group" (or "new division"), which is separate from the existing mainstream businesses and buffered from their big-company values, procedures and constraints (financial and otherwise). With all the entrepreneurial drive of a small company, the unit can then proceed to build a whole range of gleaming new businesses.

That's the theory. The reality is usually sadly different, lending support to the increasingly popular gibe, from Peter Drucker and others, that the big corporation has proved itself too inflexible to cope with today's fast changing markets, technologies and competitors—and that its days are, therefore, numbered.

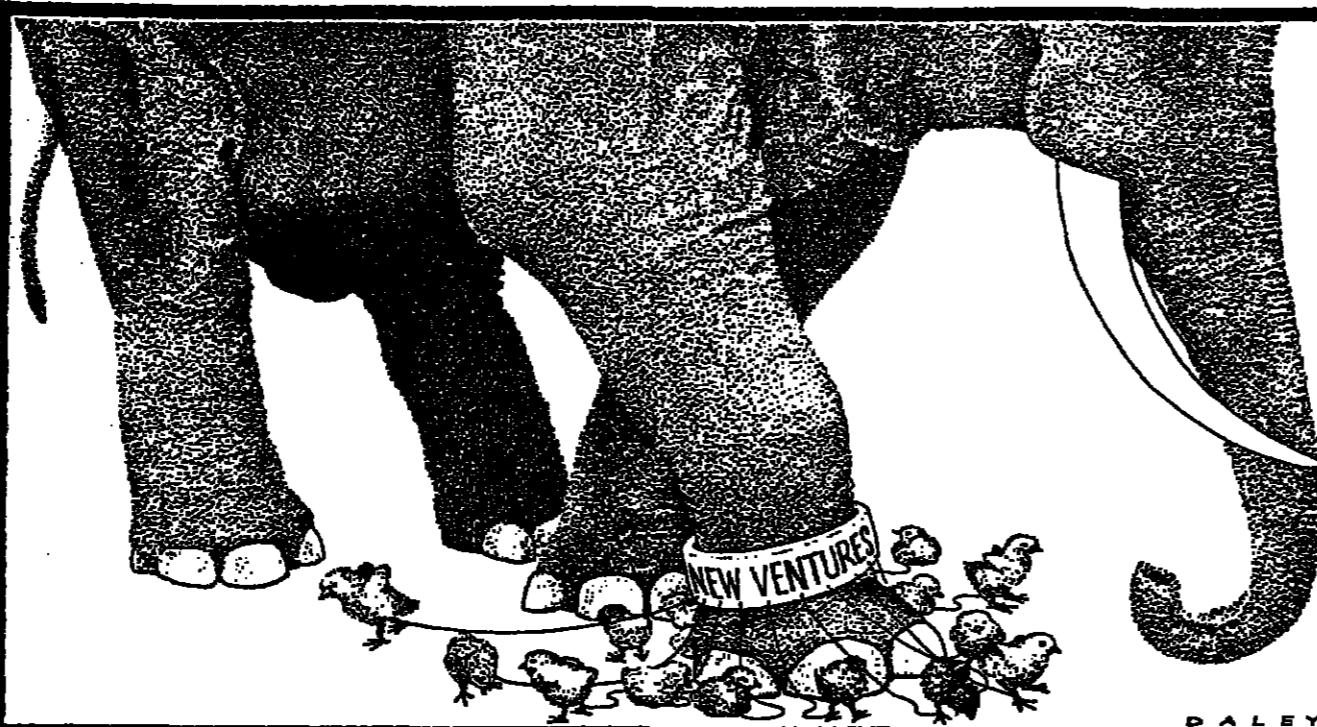
It's not that the approach never works—3M and, to some extent, Monsanto—have shown that it can—but that it is all too easy to stifle it to death. Not only do top executives "expect" venture groups to produce a good idea every Monday morning, and get disappointed when they don't," as Richard Orlitz of Monsanto puts it, but they indulge in all sorts of other unrealistic and futile behaviour.

Yet again, this tendency has been borne out by the latest crop of British failures, which has been closely observed by Drs Dale Little and Bob Sweeting of UMIST (University of Manchester Institute of Science and Technology).

Corporate venturing

'It is all too easy to stifle it to death'

Christopher Lorenz explains why big company entrepreneurship has generally failed



Less than four years ago the UMIST duo set out to study 14 venture groups, most of them newly-established. Only seven are still in existence and, Little says, "it looks as if only one or two will still be alive by 1985." Yet the lemming rush continues; he and Sweeting are having no difficulty finding replacements to include in their research.

What particularly depresses Dale Little is that few of the new enthusiasts seem to be learning from the bitter lessons of the last 15 years.

Many of the American venture groups in the 1970s and beyond that were tried and tested in the market place. The less ambitious ones have had some fruit—as at Monsanto, albeit in fits and starts—while the second has had vir-

tually nothing but failure, except at 3M and a handful of other companies.

Norman Fast, a leading American expert on the phenomenon, offers this analysis of the causes of death: "The main reason has been the lack of a long-term corporate commitment. For a variety of reasons, including changes in top management, changing corporate objectives, changes in the corporate financial situation and the (disappointing) early performance of the venture group, corporations usually reach the conclusion four or five years down the road that the venture group will not have any dramatic successes, it is not really needed and that management and financial resources should be directed elsewhere. The venture group then ends either in a traumatic exit or a slow, lingering death."

For like that, it all seems fair enough, especially at a time when countless companies

have been divesting themselves of past diversifications (including their fish farms) and moving "back to basics". Dick Giordano, who took over as chief executive of BOC in 1979, the year it quietly disbanded its "new venture secretariat", would probably be quite happy with Fast's mild form of words.

But behind the formal language on the death certificates issued by many companies (those which had the courage to write them at all), lies a catalogue of managerial misunderstandings and mistakes, which extend far beyond venturing itself into the basic rules of innovation.

Most crass of all is the almost universal tendency of top management to harbour grossly inflated expectations of what venture groups can deliver, in terms of the potential size, rate of growth, and financial return offered by any new venture.

Among the other hallmarks of failure are: lack of apprecia-

tion that a one-in-10 success rate in innovation is good enough, let alone sufficient; the smashing of teeth and wincing of axes; a refusal to lift bureaucratic procedures; and a rejection of the venture group by the prevailing corporate culture.

The allegation that companies fall prey to short-term myopia is made by almost every venture-watcher, but they are not the only practitioners. Dick Orlitz of Monsanto: "As the point point out, a mass of research literature has shown that it is well nigh impossible for any type of new venture to reach a substantial size in relation to its company's existing businesses within four or five years. Yet Little and Sweeting have found that this is insisted upon time after time."

"At the bare minimum, if a corporate venture is to survive for a five- to seven-year involvement, then it should not even think of undertaking new ventures," says Professor Edward Roberts of the Massachusetts Institute of Technology, who has seen even more U.S. venturing than Norman Fast. "What is needed is patient money," says Roberts, adding that in many cases 10 to 12 years is a more reasonable time span.

The point is rammed home by Dr Robert Burgeleman of Stanford University, who is currently bursting on the scene with a series of unusually searching papers, including one on how venture pitfalls can be avoided. But Burgeleman complains that this conflicts with "the natural business perspective of only five years." Hence much of the managerial disappointment with venturing reported by Fast—disappointing which ignores the fact that some of the individual ventures (as distinct from the venture groups which housed them) have later gone on to be commercial successes, though often under new ownership. This is the case with several of BOC's former ventures.

Bob Burgeleman can also reel off a long list of what he calls "destabilising forces" in the relationship between venture groups and the rest of the organisation. They include clashes over reward systems, demarcation disputes, and the difficulty of getting co-operation from people in other divisions because their short-term monitoring and performance appraisal systems discourage them from working on long-term venture projects.

Most all this amounts to is a rejection of venturing by the established corporate culture. It is a vicious circle: the only reason the venture group is created in the first place is that

the existing divisions are not being sufficiently entrepreneurial, but the venture group itself is then itself stifled by the culture. It just goes to show that you cannot change the course of a company by tampering about with its edges, which is what most "internal corporate venturing" does.

This, more than anything else, explains why so few companies have succeeded in emulating the initial success with internal ventures. Unlike the Minnesota Scotch tape-to-traffic lights group has a thoroughly entrepreneurial culture.

As MIT's Ed Roberts emphasises, every part of the 3M organisation has new ventures as part of its brief; there are no "minimum size" criteria: there are no "business as usual" constraints; and there is nothing to stop one unit from competing with another.

In such an environment, a venture group is really just an internal spin-off within which innovation can be nurtured, rather than, as in most companies, an isolated bastion of entrepreneurship within a sea of bureaucracy.

For the majority of management, concludes Roberts, internal venturing is actually the most risky of all the various possible forms of venture management. In terms of corporate commitment, it is at the very high end of the scale, with the provision of venture capital—requiring a low level of corporate involvement—at the other. In between these two extremes are joint ventures with small firms (including "spin-offs" from the large company itself), the various forms of external venture nurturing and the provision of managerial as well as financial support to outside enterprises.

Most multinationals now conduct their venturing as a cross-blend of these approaches rather than pinning all their hopes on just one of them. As a part of this mixed strategy, a number of companies, including ICI with its electronics chemicals, has recently set up a much revamped type of venture group which concentrates on a narrow range of high priority projects, rather than the traditional broad range of BOC.

A mixed approach to venture management certainly spreads the risks and maximises the chances of success. But, just like a pure venture group strategy, it can quickly be stifled by internal bureaucracy, as the electronics companies within Exxon Enterprises have learned to their cost. Giving any large company a much-needed dose of entrepreneurship is an extraordinarily tricky operation.

Management abstracts

Promotions in service marketing, C. H. Lovelock and J. A. Quelch in *Business Week* (USA), May 14, 1983 (8 pages). Examines the differences between services and packaged goods and their implications for marketing strategy; suggests objectives (aimed at consumers, intermediaries and competitors) in temporary promotions of services, discusses alternative promotion selection & implementation; outlines a promotion management plan and suggests ways to defeat (or lessen the impact of) imitations.

Direct marketing disasters, D. Thomas in *Direct Response* (UK), Jun 83; p. 20 (4 pages, illus.). Describes six disastrous direct mail attempts and the lessons to be learned. Failure results from misdirection of message, misjudging markets/products or acts of God.

When corporate venture capital doesn't work, G. F. Hardymon and others in *Harvard Business Review* (USA), May/Jun 83; p. 114 (6 pages). Looks at the experiences of corporations who have moved into venture capital operations and finds their initiatives far from successful: cites as the main reasons for failure the difficulty in building up a satisfied portfolio, inability to lead the new technology of the venture enterprise back to the parent, and lack of organisational "fit" between parent and offspring.

Consultants begin taking their own medicine, R. Hill and others in *International Management* (USA), Aug 83; p. 21 (4 pages). Takes a close look at named management consultancies in four different countries, reports the views of principals/directors on changes in the consultancy market and the responses they are making; detects that demand for generalist services is declining and that they need to become more specialised.

These abstracts are condensed from the abstracting journals published by Anhur Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p & p; cash with order) from Anhur, PO Box 23, Wembley HA9 8DJ.

An abridgement of the annual review by Mr J. Ogilvie Thompson, chairman of Anglo American Gold Investment Company Limited.

AMGOLD

The outlook for gold remains promising, particularly in the medium to longer term.

The improved results of the group for the year reflect the higher profit distributions by the gold mining companies in 1983. Net earnings of R238.7 million were 22 per cent higher than last year. Investment income increased 23 per cent from R196.7 million to R242.1 million. Earnings per share of 108.72 cents compare with 89.9 cents last year. Dividends declared of 1025 cents a share amounted to R225 million, 19 per cent higher than 1983, leaving retained earnings for the year of R13.5 million (R6.5 million), reflecting the slightly larger commitments anticipated for the current year.

The value of the group's investments at the year end totalled a record R3 917 million compared with R3 002 million last year, and the net asset value, after providing for the final dividend, was 18 000 cents a share (13 770c).

Gold
The dramatic downturn in the gold market in February 1983 and the disappointing price performance since, must be viewed principally in relation to the extraordinary strength of the US dollar and receding fears of global debt defaults.

At the same time, measuring the gold price in terms of dollars is a useful guide to its value in a period of unique dollar strength. Taking a two-year view, while the dollar price of gold at the end of 1983 was lower than at the end of 1981, it was slightly higher in terms of the yen and considerably more so in terms of the major European currencies. This has increased the value of gold investments in these currencies but it has also discouraged demand for fabricated gold in traditional gold-buying areas.

Even if allowance is made for a rise in gold production outside South Africa, the broad pattern of physical supply is not likely to offer fundamentally this year. The use of reserves to finance current account deficits by the non-oil LDCs is expected to lessen significantly. If this is so, it will remove a psychologically bearish influence, but this possibility is inextricably bound up with prospects for the world economy, the dollar and interest rates.

The argument on amortisation of the financing difficulties of the heavily-indebted third-world nations rests broadly on the assumption of at least a moderate and steady recovery in world economic output. It also pre-supposes some decline in the dollar and real interest rates in order to alleviate the debt-service burden and to permit a resumption of bank and official lending. But even the most sanguine of outlooks based on highly sophisticated simulations, caution that the next two years will be critical.

In contrast, other models forecast a faltering recovery as the fight against inflation is maintained, that oil prices will fall again and interest rates, reflecting the global shortage of savings, will remain high.

The first scenario may seem encouraging for gold; the second less so. It must be asked, however, whether the latter outcome would not contain the seeds of renewed difficulties for the OECD economies as well as the LDCs, especially with the current trend towards protectionism. If it is possible, therefore, that perceptions regarding the prospects of reaching the ideal of non-inflationary growth without further disturbances may change. Even if that long-term goal were to be realised, there would be obvious advantages for gold; meanwhile, there seem to be enough problems inherent in the present situation to ensure that gold's role will endure and, indeed, it may well be that it is already being favourably reassessed.

Uranium
Prospects for the uranium market are little changed from a year ago. Projections of future uranium electricity-generating capacity continue to fall. Uranium production has continued to decline, especially in the United States, in the face of growing utility inventories and their financing costs of a time of world-wide economic difficulties and reduced energy demand. The South African gold mining industry's production, while subject to similar market pressures, increased from 6 605 tons in 1982 to 6 933 tons in 1983 as a result of new projects,

started when the uranium market appeared considerably stronger than it does at present, coming on stream.

On current trends, uranium demand to fuel reactors will exceed contracted supplies in the near future. It will not, however, exceed currently projected production until the late 1980s and it will be several more years before significant inventory reductions are achieved and any market improvement in real uranium prices can be expected.

Exploration
The level of exploration in which we participate increased significantly over that of the previous year with the introduction of a sophisticated geophysical technique called Vibroseis. Results to date, particularly in resolving geological structures, have been encouraging and it is planned to continue with the survey to the south of the Orange Free State goldfield drilling for extensions to the reefs was further advanced in several areas with mixed results. Joint drilling programmes are being undertaken in two areas in conjunction with two other mining houses. To the south of Voal Reefs mine, results have been less favourable than in previous years, but overall the block has potential and it is planned to expedite evaluation of this structurally complex area by accelerating the drilling programme. Further to the east, the sinking of a deep hole encountered encouraging values, while in another area to the north good gold grades have been found at shallow depths. Further exploration is needed in both these areas to firm up on their possibilities. Pit-in-drilling is still in progress to the south of Western Areas to evaluate the reefs which occur at considerable depths. This programme is likely to continue for a number of years. Prospecting in the Barberton district has yielded some interesting results and a joint exploration venture with another mining house has been started in one area. Initial drilling in the Pietersburg district has yielded sufficiently encouraging results to justify intensification of the programme. Gold prospecting was carried out in many other parts of the Transvaal, Orange Free State and Natal, but results to hand are insufficient to comment on the economic possibilities of these ventures.

Prospecting programmes in Australia, New Zealand, South America and Spain continued during the year.

Directive
In December Mr D A Etheredge and Mr G Langton retired from business and from the board after many years of distinguished service to the industry, latterly as Chairman and chief Executive Officer respectively of the Anglo American Corporation Gold and Uranium division. We are deeply grateful to them both for their contributions to the gold mining industry and as members of this board; and also to Mr G W Wedderburn who retired from the board at the same time in order to facilitate its reorganisation. In their places we welcome Mr E P Gush, who has succeeded Mr Etheredge as Chairman of the Gold and Uranium division, and Mr W R Lowe and Mr G S Young, who were appointed Managing Directors of the division.

Conclusion:
I believe that gold's performance in the past year has been encouraging in the face of high real interest rates and the abatement of inflationary tendencies in many countries, particularly the United States of America. The recent hardening in the gold price may well continue. The recovery in the US economy looks likely to be maintained and to be extended to other major nations, so that fabrication demand for gold should expand. The problem of the third world debtor nations remains and potential political problems in various parts of the world are again a factor in determining the future trend in the gold price. In my view the outlook for gold remains promising, particularly in the medium to longer term. Accordingly, the prospects are encouraging for your company with its portfolio of sound long-life investments in industry which is tackling its problems in a responsible manner.

in any quantity from 50 gr. to 250 kg. per day.
Only private direct purchase. No intermediaries.
Expedited sellers please reply under number:
2173B ofa, Orell Füssli Advertising AG, Postbox
CH — 3001 Bern.

The Annual General Meeting will be held in Johannesburg on April 25th, 1984.

Republic of South Africa

U.S.\$75,000,000

Floating Rate Notes 1984/1989

The rate of interest applicable to the Interim Period from March 30, 1984, to September 29, 1984, was determined by Dresdner Bank AG (London Branch) as Reference Agent to be 11% per cent per annum. Therefore, interest per note is US\$10,000 principal amount is due on September 29, 1984, and thereafter quarterly on March 30, 1985, June 30, 1985, September 30, 1985, December 31, 1985, March 31, 1986, June 30, 1986, September 30, 1986, December 31, 1986, March 31, 1987, June 30, 1987, September 30, 1987, December 31, 1987, March 31, 1988, June 30, 1988, September 30, 1988, December 31, 1988, March 31, 1989, June 30, 1989, September 30, 1989, December 31, 1989, March 31, 1990, June 30, 1990, September 30, 1990, December 31, 1990, March 31, 1991, June 30, 1991, September 30, 1991, December 31, 1991, March 31, 1992, June 30, 1992, September 30, 1992, December 31, 1992, March 31, 1993, June 30, 1993, September 30, 1993, December 31, 1993, March 31, 1994, June 30, 1994, September 30, 1994, December 31, 1994, March 31, 1995, June 30, 1995, September 30, 1995, December 31, 1995, March 31, 1996, June 30, 1996, September 30, 1996, December 31, 1996, March 31, 1997, June 30, 1997, September 30, 1997, December 31, 1997, March 31, 1998, June 30, 1998, September 30, 1998, December 31, 1998, March 31, 1999, June 30, 1999, September 30, 1999, December 31, 1999, March 31, 2000, June 30, 2000, September 30, 2000, December 31, 2000, March 31, 2001, June 30, 2001, September 30, 2001, December 31, 2001, March 31, 2002, June 30, 2002, September 30, 2002, December 31, 2002, March 31, 2003, June 30, 2003, September 30, 2003, December 31, 2003, March 31, 2004, June 30, 2004, September 30, 2004, December 31, 2004, March 31, 2005, June 30, 2005, September 30, 2005, December 31, 2005, March 31, 2006, June 30, 2006, September 30, 2006, December 31, 2006, March 31, 2007, June 30, 2007, September 30, 2007, December 31, 2007, March 31, 2008, June 30, 2008, September 30, 2008, December 31, 2008, March 31, 2009, June 30, 2009, September 30, 2009, December 31, 2009, March 31, 2010, June 30, 2010, September 30, 2010, December 31, 2010,

THE ARTS

Arts Week

F | S | Su | M | Tu | W | Th
30 | 31 | 1 | 2 | 3 | 4 | 5

Opera and Ballet

WEST GERMANY

Berlin, Deutsche Oper: La Forza del Destino, sung in Italian with Julie Varady, Livia Batal and Giorgio Merighi; it is produced by controversial Hans Neuenfels. Tosca has Eva Marton in the title role. Hamburg, Staatsoper: Le Nozze di Figaro features Ann Murray and Marie McLaughlin in a Götz Friedrich production. Arabella has Judith Beckmann in the title role. Fidelio is cast with Gwyneth Jones, Manfred Jung and Franz Ferdinand Netwig. Also billed is Zar and Zimmermann and Ein Maskenball, starring Piero Cappuccilli as Renato and Sylvia Stadler as Amelia.

Cologne, Oper: Jean-Pierre Ponnelle's new production of Carmen has Kathleen Kuhlmus as Carmen and Luisa Lima as Don José. Così fan tutte is also offered, and to commemorate Wagner's 100th anniversary, Parsifal is performed with Walter Raffaele in the title role.

Frankfurt, Oper: East German Ruth Frankhauser's production of Berlioz's The Trojans added to the week's programme of Das Wildschütz, and The Magic Flute with Ede Hobart as Queen of the Night. Alice Hoffman, Bayerische Staatsoper: Simon Boccanegra has Mara Zampieri and Martti Talvela in the leading

roles. There is a new production by John Copley of Adriana Lecouvreur, conducted by Giuseppe Putane with Margaret Price, Hanns Schwarze and Neil Shicoff in the leading roles. Un Ballo in Maschera has Lucia Piovright and Luis Lima in the cast, and Don Pasquale rounds off the programme.

ITALY

Milan, Teatro alla Scala: I Pagliacci, directed and with scenery by Franco Zeffirelli, and La Strada, choreographed by Mario Pistoni and danced by Carla Fracci. (Sat, Thur) (809126)

Venice, Gran Teatro La Fenice: new production of Rossini's L'Italiana in Algeri conducted by Gelmetti with Marilyn Horne and Samuel Ramey. (Tue) (25191)

Turin, Teatro Regio: Thais by Massenet, conducted by Reynald Giovannetti (Sun) and Domiziano's I Taj di Imbarazzo with Luciana Serra (Tue, Thur) (22886)

Turin, Teatro Regio: Thais by Massenet, conducted by Reynald Giovannetti (Sun) and Domiziano's I Taj di Imbarazzo with Luciana Serra (Tue, Thur) (22886)

Moscow, Dance Theatre with its improvisations and sense of humour, its shadow dancing and a quartet at the arts gives an early evening performance at the Théâtre De La Ville (274227)

NEW YORK

Metropolitan Opera (Opera House): The season's first performance of James Levine conducting Don Carlos with Monosterrari, Caballé and Giacomo Aragall as the romantic leads and Tatiana Troyanos as Princess Eboli highlights a week that also features Götterdämmerung with Maria Guleghina as Sieglinde and as Piero Fazzoni's new Francesco da Rimini conducted by James Levine with Renata Scotti as Francesca and Plácido Domingo as Paolo. Lincoln Center (584600)

A Night in Vesuvio (Eastside Playhouse) Alice Hammerstein-Matthews's lyrics accompany Strauss waltzes for the Light Opera of Man-

hattan's view of romance at Carnaval time. Ends April 22. 334 E. 74th (861228)

Paul Taylor Dance Company (City Center): The nearly month-long season of mixed repertoire features premieres of Paul Taylor's Byzantium set to music by Varese and Equinox set to Brahms, along with revivals of Big Bertha, Profiles, Runes and Nightshade. Ends April 15. 55th E. of 7th Av (3817907)

LONDON

Royal Opera, Covent Garden: Bellini's I Capuleti e i Montecchi, Bellini's Romeo and Juliet receiving its first staging from the Royal Opera, has Agnes Baltsa and Edita Gruberová as the star-crossed lovers, Riccardo Muti as conductor, and Pier Luigi Pizzi producing his own designs. The latest revival of the aged and near-decapitated Zeffirelli production of Rigoletto introduces Sherrill Milnes in the title role, with Aida Ferencovich, Chéka (Lorraine de Lathouwer) and Dennis O'Neill as the Duke; Edward Downes conducts.

English National Opera, Coliseum: War and Peace, the company's famed Prokofiev spectacular, returns for a London showing before the company's US tour. A familiar cast headed by Eileen Farrell, Kenneth Wollan, Norman Bailey and Michael Somerton, joined by Rosemary Shrager as the new Prince Andrew, James Lockhart conducts.

Sadler's Wells, Rosebery Ave: Ballet Rambova ends its season at Sadler's Wells with a triple bill on Friday and Saturday.

Royal Opera House, Covent Garden: Royal Ballet offers a triple bill on Friday and Wednesday.

Albert Hall: Starting on Tuesday for a week, that great skater and ice dancer John Curry is to be seen with a company and a good orchestra.



A scene from "Yentl" with Barbra Streisand (right) in the title breeches role

Cinema/Nigel Andrews

Feminist on the roof

Yentl, directed by Barbra Streisand

El Sur, directed by Victor Erice

Reflections, directed by Kevin Billington

Bloodbath at the House of Death, directed by Ray Cameron

By Design, directed by Claude Jutra

It is time to start a movement

in the cinema called Palette's Lib.

What overweening aesthetic

autocracy has decided that the

Past in movies, especially the

Jewish Past, should always be

portrayed in shades of brown?

After Daniel and The Chosen,

and before that Fiddler on the

Roof, Barbra Streisand's Yentl

comes to us in yet another all-

over brown-and-amber-and-sepi-

wash. And as if by chromatic

osmosis, the choice of hues has

infected the whole film: it

resembles a 127 minutes of

lithurgical burlap.

Berlin, Akademie der Künste: the only

German venue of the much ad-

claimed William de Kooning exhibi-

tion, featuring 100 paintings, 130

drawings and 25 sculptures by the

U.S. artist. Ends April 29.

The Tate Gallery: The Pre-Raphaelites.

The extraordinary revival of inter-

est in Victorian art in recent years,

and its consequent rise in value, has

made a proper critical re-evaluation

long overdue and, now, with this

copious and quite splendid exhibi-

tion, the subject is wide open. What

had for so long been taken as merely

a close and limited movement is

clearly shown to be not so except in

its early years, but rather a movement

of more general significance.

Years, Millais, Madox Brown, Hol-

man Hunt, Rossetti and Burne-

Jones all gain by the chance to be

seen on their individual merits, and

so emerge as substantial and con-

sistent artists in their own right.

The history of British art will never

read the same again. Ends May 28

PARIS

Masterpieces of American Painting

1760-1910. More than 100 paintings

— among them Whistler's Mother,

Sargent's Madame X and Mary Cas-

satt's Impressionist work — span 150

years of American creation. The

panorama of realistic portraits, dra-

matic landscapes, genre scenes and

symbolist paintings dominating

Whistler and Eakins and proves

abundantly that the New World did

not have to wait for the contempo-

rary period to affirm a powerful

identity of its own. Grand Palais

(2615410). Closed Tue. June 11.

Italian Illuminated Manuscripts from

8th to the 16th century. 180 exhibits

that include such treasures as an il-

lustration of Petrarca's Triumph of

Chastity retrace the development of

the art of illumination from late an-

tiquity to the Renaissance. Biblio-

thèque Nationale. All days 12am-

6pm. Ends May 30 (2612623)

VIENNA

The USSR State Symphony Orchestra:

conducted by Gennady Rozhdestven-

sky. (Wed) (4358122)

ITALY

Milan: Conservatorio Verdi: Be-

ethoven, Faure, Brahms, Debussy,

Chopin, Liszt, Dvorak, Schubert,

Verdi, Wagner, Rossini, Puccini,

Stravinsky, Debussy, Ravel, (Tue)

PARIS

Exhibitions

LONDON

London, Royal Festival Hall: The

Young Composers' Concert: Be-

ethoven, Haydn, Mozart, Schubert,

Verdi, Wagner, Brahms, Debussy,

Chopin, Liszt, Dvorak, Schubert,

Verdi, Wagner, Rossini, Puccini,

Stravinsky, Debussy, Ravel, (Tue)

WASHINGTON

New York Philharmonic: Avery Fisher

Hall: Zubin Mehta conducting, Ale-

xander von Kotzebue, Dukhman

(world premiere), Beethoven, Dvo-

rak, (Tue) Zubin Mehta conducting,

Bruckner, Karajan, (Wed) Zubin

Mehta, (Thu) Zubin Mehta con-

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Financial Times Friday March 30 1984

15

APPOINTMENTS**Barclays Merchant Bank senior posts**

Mr Michael Petersen, at present director in charge of corporate services division of BARCLAYS MERCHANT BANK, has been appointed head of the merchant banking division of Barclays Bank International from New York from April 1. He will be exchanging posts with Mr Nicholas Sebille. Mr Neil Marland, an assistant director, has been promoted to executive director of the New York Merchant Bank from April 1. Mr Joe McCann, at present attached to Barclays Bank group research department and formerly managing director of Bernards Provident Bank, has been appointed an executive director of Barclays Merchant Bank from April 2. Mr John Nelliss, formerly a vice-president, American Express International Banking Corp, and an executive director of Amex Bank, has also been appointed an executive director of Barclays Merchant Bank.

Mr Stuart S. Tarrant has been appointed an executive director.



Mr Stuart S. Tarrant.

of STANDARD CHARTERED BANK. He joined the bank in 1950 as chief financial officer.

Mr O. R. Norland will resign from the board of HAMBROS BANK on March 31, but will con-

tinue his association with the bank in an advisory capacity. From April 1 Mr Norland will become London representative of DEUTSCHE SCHIFFARHTS-BANK, Bremen, which will shortly be opening offices in the City. *

The ROBERT FLEMING GROUP has made the following appointments from April 1 as directors at Robert Fleming and Co: Mr Philip H. G. Bradley, Mr Nigel W. Chapman, Mr Frank Smith at Robert Fleming Investment Management; Mr Nigel W. A. Chapman at Robert Fleming Securities; Mr Trevor Z. Silverman, Mr Roger H. Steer and Mr Phillip A. Wicklow. *

Four partners have been appointed by PEAT MARWICK: Mr Roy Goodwin (Cheadle), Mr Graham Hurst (Bradford), Mr Michael Skuse (Birmingham) and Mr Peter Brown (Preston), all from April 1. *

Mr Michael Boyd-Carpenter has joined CAWOOD, SMITHIE AND CO stockbrokers, Harrogate, as an associate. *

Mr Ron Sergeant has been appointed to the board of HALL AND KAY ENGINEERING, Ashton-under-Lyne. He is the Stretford-based director of MJN an engineering services company which was acquired by Staveley Industries in November.

Mr J. G. Charles White will retire from BAILLIE, GIFFORD AND CO on April 3. Mr Angus G. Mullar will succeed him as senior partner. *

A regional public relations consultancy, GASCOIGNE MOODY ASSOCIATES, will start operation in Birmingham on the first of April. Chairman of the new company is Mr Stephen Gibbs, former chairman of Turner and Newall, and other directors are Mr Keith Gascoigne, currently manager, and Mr W. A. (Tony) Moody, currently assistant manager, of IMI York. *

Mr J. G. Charles White will retire from BAILLIE, GIFFORD AND CO on April 3. Mr Angus G. Mullar will succeed him as senior partner. *

Mr David Cardale and Mr Tim Seymour, of the corporate advisory division and Mr Ian Butcher, of the North America representative office, have been appointed directors of COUNTY BANK from April 1. Mr Butcher will continue to be based in New York. *

Mr Michael Limbrick has been appointed a director of JEB ALPINE FASTENERS, an associate company of Linfast Fastener Centres. He was managing director of the Linfast distribution centre at Rchidale. *

Mr Roger Bolster and Mr Richard Greenaway have been re-appointed part-time members of the SWIMMING POOL AND ALLIED TRADES ASSOCIATION. The appointments are for

PR department. IMI is among the first clients. *

Mr M. E. McConnell has resigned from the board of STEWART WRIGHTSON HOLDINGS. He remains president and chairman of the parent company, Smith Holdings Inc, New York, the company responsible for the group's broking operations in the USA. *

Sir Malcolm Wilcox, deputy chairman of PRIVA/Banque, London subsidiary of the Danish bank, has been appointed to the board of representatives of Privatbanken A/S. He is the first senior English banker to be elected to the board. *

TELEFUSION has appointed Mr Peter J. Collier as operations director, its communications division. He was general manager of the division. *

Mr Neville Jones, assistant general manager (personnel) of CLERICAL MEDICAL AND GENERAL LIFE INSURANCE in Bristol, has been appointed to the board as an executive director. *

Mr Michael W. Powell has been appointed executive chairman of FOXBORO GREAT BRITAIN success to Mr Alan Clegg. On his retirement, Mr Powell is a corporate vice-president and managing director of Foxboro International, part of the Foxboro Company of Massachusetts, U.S. *

Mr Walter Oakes, a former Department of Health expert in the provision of medical services and equipment to overseas countries, has joined the board of E. JONES. *

Mr Jan Ankurton, managing director of Fennecanda and Mr Tom F. Gaffney, managing director of Libra Bank, have both joined the executive committee. Mr John Mills of Scandinavian Bank was appointed secretary for the Association. *

Mr Jeremy Hardie has been appointed a director of MERCANTILE HOUSE HOLDINGS.

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Mr Roger Bolster and Mr Richard Greenaway have been re-appointed part-time members of the SWIMMING POOL AND ALLIED TRADES ASSOCIATION. The appointments are for

three years from April 13 and May 5 respectively. Mr P. J. Collier is a director of Pressac Holdings. Mr Greenbury is Marks and Spencer joint managing director. *

RACAL RECORDERS has appointed Mr Roger D. Bell as financial director and company secretary. He was financial director and company secretary at Peter Refrigeration. *

Mr Gordon R. Haworth has been appointed to the board of COSTAIN GROUP. Mr Haworth, an American citizen, is based in Chicago and is president of Costain Holdings Inc. *

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Customer service area, The Fuji Bank and Trust Company, New York



Visiting customer factory in the suburbs of São Paulo



Advertising investors at Fuji International Finance Limited, London



Talking with a customer at Hong Kong Branch

Good financial strategy demands a bank that is well positioned.



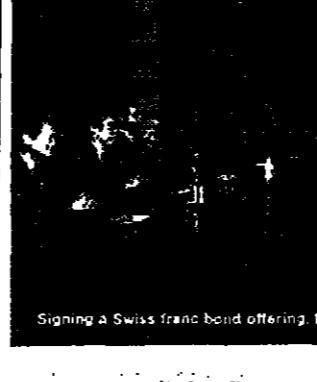
Fuji Bank's Head Office in Tokyo

FUJI BANK

Tokyo, Japan

Fuji Bank's Overseas Network
London - Düsseldorf - Zurich - Luxembourg - Paris - Madrid - Bahrain - Tehran
Hong Kong - Singapore - Seoul - Jakarta - Manila - Bangkok - Kuala Lumpur
Beijing - Sydney - Melbourne - New York - Chicago - Los Angeles - Houston
Seattle - San Francisco - Atlanta - Toronto - Mexico City - São Paulo

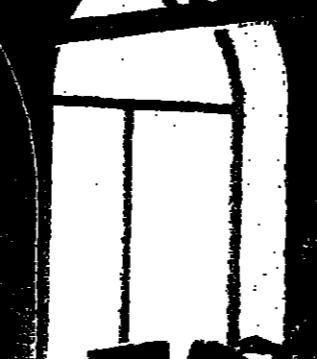
Fuji Bank's Representative Office in Bahrain

Independence Monument in Mexico City
Fuji Bank's Representative Office in the centre background

Mr Jeremy Hardie



He is chairman-elect of Alexander Discount, recently acquired by Mercantile House.



A legal notice relating to Kanek's assumption of Moran Energy Inc. obligations and the resulting cancellation of independent liability of d'Arrondissement de et Luxembourg. Documentation describing the merger will be supplied with the Group on Chef du Tribunal



Signing a Swiss franc bond offering, Fuji Bank (Schweiz) AG, Switzerland



Foreign exchange operations in Fuji Bank's Singapore Branch

NOTICE TO HOLDERS OF MORAN ENERGY INTERNATIONAL N.V.

8% CONVERTIBLE SUBORDINATED DEBENTURES DUE 1995

Kanek Services, Inc., an successor to Moran Energy Inc., the Guarantor of the 8% Convertible Subordinated Debentures Due 1995 of Moran Energy International N.V., has now registered its name as the successor to Moran Energy International N.V., Moran Energy Inc., as Guarantor, and First City National Bank of Houston, as Trustee, dated as of November 1, 1980, governing said Debentures.

Moran Energy International N.V. was merged with And into Kanek Services, Inc., a Delaware corporation, in conjunction with consummation of the merger, Kanek assumed a supplemental indenture and the debentures, and the Moran Energy International N.V. convertible debentures are now convertible into shares of Kanek common stock at an exchange ratio of one share of Kanek common stock for each debenture. Holders are not required to exchange their debentures or to have them stamped. The debentures will remain listed with the Luxembourg Stock Exchange under the name Moran Energy and the New York Stock Exchange under the name Moran Energy. The debentures may be converted. A legal notice relating to Kanek's assumption of Moran Energy Inc. obligations and the resulting cancellation of independent liability of d'Arrondissement de et Luxembourg. Documentation describing the merger will be supplied with the Group on Chef du Tribunal

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Friday March 30 1984

Argentina and U.S. banks

DEADLINES can concentrate the mind. But they can also create unnecessary tension, as the flurry over Argentina's latest debt problems has shown only too clearly. Bankers have this week been trying to negotiate a makeshift financial package that would enable Argentina to reduce its debt arrears to below 90 days and so spare U.S. banks the embarrassment of having to declare their Argentine loans non-performing on the first quarter balance sheet, dated March 31.

Their failure to do so has led to suggestions that Argentina is refusing to co-operate with its creditors and even preparing to repudiate its debts, a notion that Mr Paul Volcker, the Fed chairman, was quick to rebut on Tuesday. But while St. Bernardo de Bruselas, the Economy Minister, has been talking tough, the true situation is somewhat less dramatic. It would be wrong if the extremely delicate question of re-financing Argentina's debts was to be complicated by what is essentially an accounting problem peculiar to U.S. banks.

Normally, banks assume that loan interest will be paid on time, and they include it in their profit and loss statements even if the money has not actually arrived. U.S. accounting standards prohibit them from doing this if interest is more than 90 days overdue, while U.S. banks also require them to disclose the volume of such "non-performing" loans.

New financing

In Argentina's case, it has been obvious since last October that interest arrears were piling up, and few if any U.S. banks have been accrediting interest anyway, so the losses of earnings on March 31 will be surging. Many banks have also already disclosed arrears on their Argentinian debt: Chase Manhattan, for example, said that \$140m (£94.4m) of private sector loans were non-accruing on the last balance sheet date, December 31.

The expected "losses" of earnings to major U.S. banks amounts to between an insignificant amount and about 20 per cent of the first quarter's net income. This will be made up if and when Argentina obtains

new financing and starts paying off its arrears, in which case the same banks' earnings could be unnaturally high in the next quarter. Wall Street appears to have discounted the impact already.

The new Argentinian Government stated early on in the proceedings that it aimed to have a new financing package, including an IMF programme, in place by June 30. The deadline is still considered realistic, especially in light of the progress recently made in talks with the Fund on which further bank lending depends. If, in the meantime, the U.S. banks have to engage in some financial acrobatics to keep their books in good order that is their problem, though it would be diplomatic of Argentina to make some gesture on their behalf given their importance as creditors.

The more fundamental problem posed by the Argentinian case is one that affects all its creditors, whether U.S. or not: the cost of funding assets that are not yielding anything, and the prospect of further enforced lending that will lock up more of their balance-sheets in long-term loans. The loan arrears may have to be transformed into new loans, or capitalised and then written off as less-developed countries (LDCs) crisis, the possibilities for keeping seemingly dead loans alive are numerous, even when interest is not being paid. And the banks' participation in the next stage of the Argentinian rescue is essential: they have still to disburse \$1bn of the \$1.5bn package they agreed to last year.

However, as the Bank of England notes in its rather upbeat assessment of the world debt problem in its latest Quarterly Bulletin, the banks are in a stronger position to cope with the continuing financing needs of the LDCs, having increased their capital and set aside sizeable provisions against doubtful foreign loans. Continuing the flow of finance is the immediate task confronting the banks in Argentina and they need not be too distracted by the inconvenient timing of the end of the first quarter.

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WHEN Sir Michael Edwards took over at ICL in 1977, his most urgent task was to chop an overextended industrial monolith down to manageable size. But from next Monday, when he becomes chairman of computer manufacturer ICL, his principal challenge will be to steer an already drastically slimmed-down company back on to an expansion path.

Sir Michael, who became deputy chairman last January, declined to be interviewed for this article. But, according to Mr Rob Wilmett, the company's managing director, the future direction is clear: "The next major phase is one of growth with profit, rather than the 'profit before growth' mode that we've been in."

Since ICL was rescued from threatened collapse almost three years ago, much management attention has focused on restoring its finances to an even keel. Savage cost-cutting and stricter management controls helped it to generate a pre-tax profit of £45.6m in the year to September 30—double the previous year's level. A debt-laden balance sheet has been restructured by two rights issues, and last year the company moved solidly into positive cash flow.

Under Mr Wilmett's energetic direction, ICL has also mapped out a fresh product strategy for several years ahead. Anticipating a trend which has since been followed even by IBM, the world industry leader, ICL has been forming technological alliances and allied itself with partners including Japan's Fujitsu, Mitel of Canada and Britain's Sinclair Research.

But much of the City—and many of ICL's customers—have yet to be fully convinced that its new approach will pay off. While the share price stood yesterday at 68p, more than three times its low point in 1981, it still commands a modest multiple of 7.9, only half the average for the FT electronics index.

Though it is the biggest UK-owned computer company, and one of the four largest independent European suppliers, ICL is a tiddler in world terms. It is committed to supporting a broad range of products from microcomputers to large "mainframe" machines. In the case of little more than a 1 per cent share of the total world market for data processing equipment, its £845.6m turnover last year was a mere 3 per cent of IBM's worldwide revenues of £40.2bn and barely half that of IBM's UK subsidiary.

Moreover, its pre-tax profit last year was only 5.4 per cent of turnover, against almost 25 per cent at IBM worldwide and 15 per cent in IBM UK. And despite a drop in staff to 22,600 from 34,400 at the end of 1979, ICL's turnover per employee last year amounted to £27,000, a third of the ratio at IBM UK.

Direct comparison with the phenomenally successful IBM, supplier of more than half of all large computers in use worldwide and now also a leader in personal computers, may seem unfair. But increasingly, IBM sets the terms of competition and is the yardstick against which most other manufacturers are judged.

The next 18 months will be critical to ICL's efforts to convince the City that it can survive in IBM's shadow. Much hangs on customer response to two new products, a compact medium-power computer called the DMI, to be unveiled later this year, and a much more powerful machine code-named Estrel, which is promised for next year.

There is little direct evidence of this so far; and more important, it is clear that the American labour market functions in a very different way from any in Europe. Wages there have proved very responsive to cyclical pressures, with sharp cuts agreed in some industries. Labour is more mobile, and jobs less protected.

In Europe, wage negotiators have been sufficiently sobered by misfortune to have delivered settlements which have virtually stabilised unit costs in the normally low-inflation countries and have brought down the increase to well under 3 per cent in this country. Most of the increase in money wages has been earned in real terms and unemployment can be seen as the unacceptable face of productivity. Since nobody wants to push efficiency down and depress real incomes when a dynamic economy like that of Singapore deliberately uses wage pressure to divert investment into high productivity, problems can only be solved by growth.

Contentions

The question is rather how to give a more labour-intensive future to Europe. The Chancellor made a change with this in mind in his recent Budget, but the effect will be limited. In any case, the problem is not just fiscal: heavy social taxes and a high level of job protection in Europe have raised the cost of creating jobs far beyond what the crude wage figures would suggest. It is no accident that unemployment in Benelux, where job and social protection is most highly developed, is the highest in Europe among the economically mature countries.

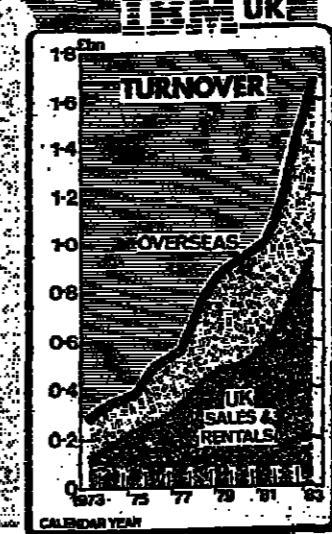
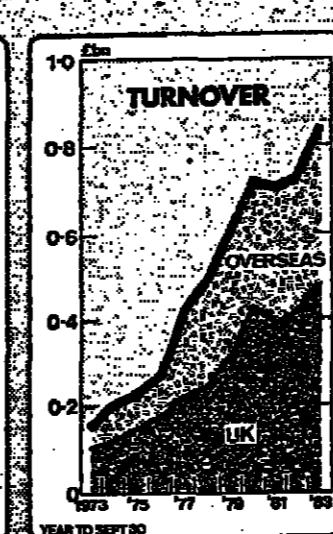
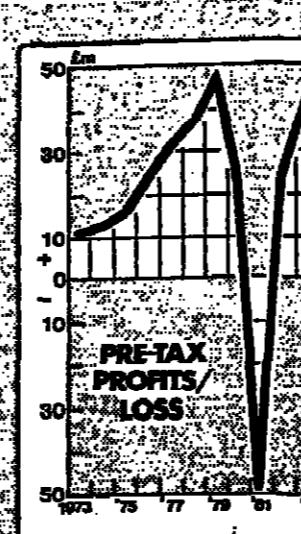
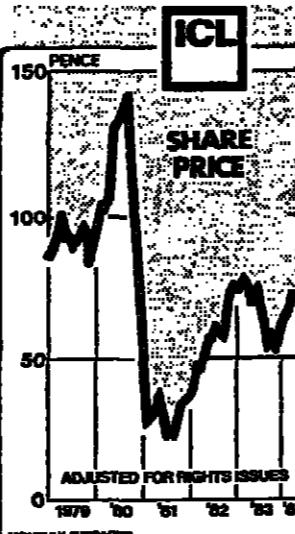
Tackling these and other barriers to mobility—notably in housing, where the Chancellor would like to do the politically impossible, but has failed to carry the Cabinet—will be difficult and contentious. But it is the kind of job this Government was elected to do and it should make a start. However, something quicker-acting may well be required socially and politically and here we must draw attention yet again to the savage and partly inadvertent cuts which have been made in public sector investment. Even if this were regarded as no more than a creative alternative to the dole, it would be worth considering.

In the pink

One of the best ways to get about the demonstration, it appears, was to dress up in a suit, carry an umbrella and, most importantly, a copy of the FT.

That, at least, was enough to get peace protester Gordon in and out of police cordons.

"I've had no trouble with the police all day but there's been a bit of abuse from fellow protesters," said Gordon who had travelled down from Oxford where he used to be a student.



Edwardes takes over

ICL fights for a place in the sun



Guy de Jonquieres reports

Mr Michael Edwards (left), and Mr Rob Wilmett.

Mr Wilmett says that the launches will amount to "a revolution of the company". They will, he says, be as important as re-establishing ICL's credibility was the recent introduction of the innovative Macintosh personal computer for Apple of the U.S., following its battering by IBM.

The launches will be the first real test of whether ICL can meet the demanding product introduction schedule which it laid out in 1981, and of its collaboration with Fujitsu, which is supplying ICL with advanced chip technology.

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Though ICL has expanded at the lower end of the market—partly by selling its cheaper

products through independent dealers and computer systems houses—large machines costing upwards of £40,000 each still provide about half its turnover and yield fat margins. Assuring a modern replacement for the current family of 2900 mainframe machines, the first of which is due to be launched in 1984, has been essential to keep large customers loyal.

ICL is banking heavily on

the trend towards networking in applications such as office automation and electronic funds transfer to open up new markets. Mr Wilmett sees much of the company's future growth coming from a strategy of "surrounding" with ICL products existing computer installations supplied by other manufacturers.

The company claims that orders for the 2900 range have held up well. "Right now, our biggest problem is building enough mainframe computers," says Mr Wilmett. Customers have been offered generous part-exchange terms on future models and the 2900 series has been given a new lease of life by an ingenious system called CAFS, which speeds information retrieval greatly.

DMI and Estrel, developed at a cost of £100m, will be key elements in the company's longer-term strategy. This envisages a "networked product line" in which each piece of equipment will be designed to interconnect both with the company's own products and with those of other computer manufacturers.

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As industry leader, IBM sets

many of the de facto technical standards for the interconnection of computers. By frequently adjusting them, it can keep its smaller competitors on the run.

In an attempt to even the odds, ICL has been campaigning for "open" communications standards to which all manufacturers, including IBM, would

try to compete by making

"plug-compatible" equipment

designed to operate exactly like

IBM products would be an open invitation to ICL's own customers to defect en masse to the

enemy. ICL's attempts to sell

large IBM-compatible computers made by Fujitsu have, in any case, not been very rewarding.

Only four have been ordered to date.

But all IBM's rivals, staying one step ahead, require unmitigated effort, with little margin for error. Mr Wilmett argues that ICL can cut development costs through its collaborative ventures—though several, including the deals with Mitel and Three Rivers of the U.S., have taken much longer than expected to produce results.

The Government, however,

believes that the company may need to broaden its business base in the longer term by

developing closer working relationships with major UK customers. Late last year it suggested to British Telecom that it consider taking an equity stake in ICL.

But BT is not cool. Its hands are already full preparing for privatisation, and many of its top executives believe there is more to be gained by collaborating with IBM.

ICL executives, who say they know nothing of the proposal, are looking to overseas expansion for much of the company's future growth. An obvious potential market is the U.S., which provided only about 2 per cent turnover last year, and where ICL's approach remains low-key. Whether Sir Michael judges that a more aggressive strategy is needed may become clearer in the coming months.

HOW THE COMPANY'S PERFORMANCE WILL BE JUDGED

MANY IN the industry will judge Sir Michael Edwards' impact on ICL by his success in galvanising the company with the drive and aggressiveness displayed by top management.

Many customers have been impressed by ICL's new products and say that reliability—a weak spot in the past—has improved. The Government is also pleased by ICL's performance so far on huge £24m contract to computerise the Inland Revenue.

just by changes at the top," says Mr Peter Bonfield, ICL's marketing director.

The company recently instituted searching "psychological aptitude tests" for senior executives—a technique employed by Sir Michael at IBM—and is putting several hundred managers through intensive business school training.

A question of keen interest in ICL and outside is how Sir Michael and Mr Wilmett, both hard-driving personalities, will

try to compete by making

"plug-compatible" equipment

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Men and Matters

The question of dress seemed to be a major one during the day's demonstrations.

POLITICS TODAY FROM TANZANIA

Land of hope and tragedy

By Malcolm Rutherford



President Nyerere: hero among European socialists.

DURING THE last few days I have been attending a UN conference in Arusha, Tanzania. Practically the only news that has filtered through to the outside world is the death of President Sékou Touré of Guinea.

Very little news seems to filter out of Arusha either; otherwise it would be more widely known what a desperate plight Tanzania is in. One of the most courted and admired of Third World countries is now visibly decaying.

Tanzania's imports last year cost \$1.2bn. Its exports were worth \$800m. It was closed by a mixture of foreign aid and soft loan. It was a moot question how long the aid and the loans will continue unless the country changes its ways.

Tanzania is in a running battle with the International Monetary Fund. The IMF insists that the country must agree to policy adjustments before help is forthcoming. The Tanzanian authorities say that adjustments have been demanded, for example, in the way of lower food subsidies. Yet, for the IMF, the adjustments never come fast enough.

There are other signs of a country in trouble: the censorship, the whispered conversations where people say different things in private than they do in public, the presence of a few more men on patrol with guns than seems strictly necessary.

In the streets people say sorry "change". Africans from other countries warn you not to go there because they might be spied upon by the foreign ministries, seeking to plant currency charges on the untrusting foreigners.

Arusha was the place where in 1967 President Julius Nyerere made his declaration of the principles of Tanzanian socialism. It was to be not Marxist-Leninist, but based on African values of communal

values of communal life, decentralised decision-making and the virtues of self-reliance. President Nyerere became a hero among European socialists and churchmen. Even now the aid continues to pour in from such countries as West Germany, the Netherlands, Norway, Sweden and, of course, Britain, though such dependence on foreign aid seems at variance with the concept of self-reliance.

Something has gone badly wrong and it cannot be wholly

explained either by the two oil shocks, or by the way African politics has not been kind to Tanzania. The country is in the forefront of the conflict with South Africa. It helped Zimbabwe to achieve independence and it intervened to overthrow Idi Amin in Uganda. If Africa were a more peaceful continent, the Tanzanian economy might be in better shape. But that is not the whole story.

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Even when South Africa attacked Angola, the rest of Africa was unable or disinclined to help in the smallest way.

The world seems to have reservations about the real, not

such advances can continue with existing resources and existing policies. The view of the UN Development Programme is that, over all, Tanzania has been going backwards.

One priority that will not be changed under the present administration is foreign policy. The Foreign Minister is Mr Salim Salim, a candidate for the secretary-generalship of the UN last time who was blocked by the Americans.

Mr Salim said this week that he had to convince the people of Dar-es-Salaam that world disarmament was as important to them as their struggles for their daily bread. It is not a battle that he seems to be winning, but he will not give up easily.

Mr Salim was more effective, however, when it came to Africa. Here quite significant changes have been taking place in the last few weeks. South Africa and Mozambique have signed a non-aggression pact, and there may finally be a settlement in Namibia.

The non-aggression pact has thrown the rest of the front-line states — those which have a border with South Africa or, like Tanzania, are not too far away — into a tizzy. It is officially described as a "setback" and there is some sympathy for Mozambique's position. Mozambique has suffered from one form of warfare or another, at least since the Portuguese revolution in 1974. Now any South African encouragement of rebels is to stop, and for that Mozambique will be grateful.

Yet in terms of the struggle against apartheid, "setback" is to put it mildly. One of the top African diplomats said that there had been a change in the balance of power in South Africa's favour. Others went on to warn that Mozambique must be very vigilant against being drawn into South Africa's economic orbit.

The net result is that the policies of the front-line states are to be reassessed.

In 1976, there was a resolution of the Organisation of African Unity in Mauritius which said that an attack on one member state should be regarded as an attack on all — words taken, whether consciously or not, from Article 5 of the Nato treaty. Nothing has come of it so far.

French in her spare time, so she could cater better for tourists. And tourism, in spite of the economic difficulties, is now being deliberately developed.

Water supplies, too, have advanced dramatically. The official claim is that about 50 per cent of villagers now have clean tap water. The question is how far

primary education and to one of the highest literacy rates in the Third World — around 85 per cent.

There is also a visible thirst for knowledge. Walk into the street in Arusha with a book or magazine in your hand and someone will ask to have it. I came across a middle-aged female hotel worker learning

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The non-aggression pact has thrown the rest of the front-line states — those which have a border with South Africa or, like Tanzania, are not too far away — into a tizzy. It is officially described as a "setback" and there is some sympathy for Mozambique's position. Mozambique has suffered from one form of warfare or another, at least since the Portuguese revolution in 1974. Now any South African encouragement of rebels is to stop, and for that Mozambique will be grateful.

Yet in terms of the struggle against apartheid, "setback" is to put it mildly. One of the top African diplomats said that there had been a change in the balance of power in South Africa's favour. Others went on to warn that Mozambique must be very vigilant against being drawn into South Africa's economic orbit.

The net result is that the policies of the front-line states are to be reassessed.

In 1976, there was a resolution of the Organisation of African Unity in Mauritius which said that an attack on one member state should be regarded as an attack on all — words taken, whether consciously or not, from Article 5 of the Nato treaty. Nothing has come of it so far.

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Water supplies, too, have advanced dramatically. The official claim is that about 50 per cent of villagers now have clean tap water. The question is how far

such advances can continue with existing resources and existing policies. The view of the UN Development Programme is that, over all, Tanzania has been going backwards.

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Friday March 30 1984

Curtains for the Pizza Time Theatre

By Louise Kehoe
in San Francisco

PIZZA Time Theatres, a U.S. restaurant chain, readily admits to serving dreadful pizza. But when its downfall came yesterday, pizza connoisseurs insisted that uncontrolled expansion and lack of financial control were to blame, rather than any gastronomic shortcomings.

The Pizza Time Theatre chain was created by Mr Nolan Bushnell and grew rapidly to over 250 company-owned and franchised restaurants. It gave up the struggle to fend off creditors and landlords yesterday and filed for protection under Chapter 11 of the U.S. Bankruptcy Code.

The 116 franchised restaurants are understood not to be included in the bankruptcy filing.

"We are getting our creditors off our backs. We will have a chance to reposition the company and return it to profitability. All we have to do now is to figure out how to make good pizza," said Mr Henry Montgomery, president of Pizza Time since last week.

Food has never been an important aspect of Pizza Time operations. The circus-style restaurants were created to attract children and quickly succeeded in becoming the "in" place, among six-year-old sophisticates. A combination of video games, singing robots, animal rides and mazes styled after a large hunk of Swiss cheese provide all the ingredients for a fun meal, the young customers believe.

But Pizza Time grew too fast, too soon, according to market analysts. "Given an opportunity for fast growth through franchising and pressed by competition from the rival Show Biz Pizza Palace chain, they opened restaurants too close together," says Mr Michael Murphy of Venture Capital Management in San Francisco.

The Pizza Time novelty began to wear off last year and the company closed 10 unprofitable locations. This year, another 19 shut their doors, but it was not enough to stem losses of over \$1m per week. Last week, the Bank of California demanded payment of its \$35m outstanding debt, sealing the fate of the company.

Pizza Time's management has changed repeatedly over the past few months as founders and the original management team bailed out. The company's one successful venture, a video game subsidiary, run by Mr Bushnell, is now to be sold for what analysts regard as a "giveaway price" of \$3.9m to Bally Manufacturing of Chicago, which makes arcade video games.

The sale will be subject to the approval of the bankruptcy court.

Paris to axe 20,000 steel workers' jobs

Continued from Page 1

dine for "rocking the boat" at a sensitive time in negotiations between Britain and China about Hong Kong's future. The talks are thought to be near to concluding an agreement that China will resume control of Hong Kong in 1997, but will promise it an autonomous government and a capitalist way of life.

Sir Geoffrey Howe, Britain's Foreign Secretary, will visit Peking and Hong Kong in mid-April. His visit is expected to be the occasion for an announcement of progress in the Sino-British talks. China has said it wants a deal finalised by September at the latest.

Yesterday's stock market jitters were a milder aftershave of the crises which hit Hong Kong's financial sector last autumn. The Hang Seng index then dipped below 800, while the Hong Kong dollar hit a record low in September of HK\$9.50 per U.S. dollar. The atmosphere at that time was tense, and may have contributed to a reader acquisitiveness by Britain towards China's plans for Hong Kong.

The resurgence of confidence in Hong Kong since last October owes much to a successful "linking" of the Hong Kong dollar to the U.S. dollar at HK\$7.80 per U.S. dollar achieved last October.

Hong Kong dollar deposits, which declined in eight of the first nine months of 1983, rose 16.2 per cent in the three months to January this year. Investors also drew reassurance from China that, whatever might happen after 1997, nothing in Hong Kong would change before then.

Analysts say the main worrying factor of the Jardine announcement is its implication that Hong Kong companies and individuals could themselves accelerate an erosion of confidence in Hong Kong by seeking to pre-empt long in advance any

Belgium wins go-ahead for steel debt transfer

BY PAUL CHEESERIGHT IN BRUSSELS

THE EUROPEAN Commission has authorised the Belgian Government to take over debts worth BFr 51bn (\$857m) accumulated by Cockerill Samble, the ailing state steel group.

The authorisation means that a major capital reconstruction of Cockerill Samble can move ahead within the framework of the overall EEC plan to restructure the steel industry.

Under this plan, governments are no longer permitted to give steel companies fresh subsidies without Commission approval. Permission is granted only when the subsidies are linked to cuts in capacity and seem likely to lead to financial viability.

In this context, the Commission has told the West German Government that Hoechst can receive subsidies of BFr 753.17m (\$290m) and

state guarantees of DM 300m; and that Salzgitter can have subsidies of DM 203.9m. The company is also seeking further aid of DM 15m and state guarantees of DM 250m.

Like Salzgitter, Cockerill Samble needs further Commission authorisation to go ahead with its full restructuring plan, which is linked to cutting capacity from 9.75 tonnes in 1984 to 7m tonnes in 1988.

The Commission is still examining the prospects for Cockerill Samble's financial viability and has not yet given permission for further subsidies of BFr 37bn needed to cover running losses and new investment.

The group is in the throes of a managerial reorganisation under control of M Jean Gandois, a French expert, hired by the Government.

Renault finds Japanese partner for high-technology venture

BY PAUL BETTS IN PARIS

RENAULT, the French state-owned car group, is to set up a joint venture with Stanley, a Japanese electronics company, in an effort to increase its presence in key high technology sectors of the motor industry.

The two companies will collaborate in the development of liquid crystal technology for dashboard instruments.

M Henry Streit, head of Renault Entreprises Industrielles, the division incorporating the group's truck and robotics activities, said yesterday that an agreement on the joint venture was expected to be signed by the end of May.

Stanley would have a stake of about 31 per cent in the venture, which would involve the construction of a plant in France and investments totalling between FF 150m and FF 170m (\$18.6m-\$21m). He added that liquid crystal technology also had applications in other sec-

tors such as aviation, office equipment and telecommunications.

M Streit also disclosed yesterday that Renault is about to establish a joint venture with a U.S. group in the field of higher performing ceramics. The company plans to use ceramics in car engines but also sees applications in other industries.

Renault's most successful venture in car electronics so far is its 51 per cent holding in Renix, a joint venture with the U.S. Beraux group.

In a separate move, Renault has raised FF 1bn in fresh funds this week through an issue of *titres participants* - non-voting loan stock which French nationalised companies are allowed to float to attract funds from private and institutional investors. The group raised FF 1bn last October in a similar fashion.

Renault already uses liquid crystal technology for the dashboard of its R11 medium-sized car and its recently launched luxury R25 model. But M Streit said yesterday that the collaboration with Stanley would enable the company not just to cover its own needs, but eventually to market two-thirds of production to other car manufacturers. He also had applications in other sec-

Porsche share sale, Page 19

Delors to aid small business

Continued from Page 1

possible consequences of the 1997 deadline.

But there was no consensus in Hong Kong yesterday that other companies could follow Jardine's suit. Mr Jimmy McGregor, director of the colony's chamber of commerce, said the company's decision did not signal the beginning of an open rush from Hong Kong.

Analysts speculating whether other companies might follow Jardine out of Hong Kong - at least on paper - note that its major rival, Swire Pacific, has traditionally been equity-controlled by Swire family private interests in London.

The Hongkong Land Company, an associate of Jardine, is virtually a pure fixed-asset company in Hong Kong, which could gain no perceived benefit from a change of domicile.

Another former Jardine associate, Hongkong and Kowloon Wharf Company, was taken over four years ago by Sir Y.K. Pao, the Shanghai-born shipping entrepreneur. A controlling stake in Hutchison Whampoa, another traditional European firm, was bought five years ago by Mr Li Ka-Shing, the Hong Kong property magnate. The big long-term speculative question mark hangs over the future plans of the Hongkong and Shanghai Banking Corporation.

An important factor in the immediate future climate for the Hong Kong stock market is likely to be the tactics adopted by Hutchison's Mr Li Ka-Shing. The highly-regarded Mr Li this week declared a special dividend distributing some HK\$1.7m of Hutchison's cash balances. Analysts wonder whether Mr Li may be preparing a fresh acquisition, or simply wants the cash to reduce the borrowings of Cheung Kong (Holdings), his master property company.

● To encourage employees of managers to buyout a company, the law envisages a system whereby a holding company would be set up financed by the salaried workers, by financial institutions with shares in the company and by loans. The Government wants stock option plans to be linked to eventual company buyouts.

● Tax write-offs will now be possible to encourage profitable enterprises or individuals to take over troubled concerns in depressed areas.

● The Government is extending by another two years its fiscal incentives for the creation of new small enterprises which are exempt from paying taxes on profits for three years.

Thyssen chief to face stiff test over dividend

By James Buchan in Bonn

HERR Dieter Spethmann, the chief executive of Thyssen, Europe's largest steelmaker, will face one of the stiffest tests of his career today when he goes before shareholders to explain his decision to drop the company's dividend.

The cuts will be achieved by breaking into the normal system of wage rises achieved by indexation.

At the same time the management is seeking to shed nearly 9,000 jobs, about 1,000 more than the figure suggested last May which constituted a cut of a third in the total labour force.

Bogus banks are now said to have worked out a scheme with the Government for advancing the additional BFr 27bn, once the Commission agrees.

ment first to devise a restructuring plan for the group and now to carry it through.

Negotiations are continuing with the unions on a plan to reduce wages by 10 per cent. If there is no agreement before April 1 the Government is prepared to use its executive powers to decree a wage cut.

The cuts will be achieved by breaking into the normal system of wage rises achieved by indexation.

Three years into recovery, when bounding profits are being reported from the darkest corners of the engineering industry, Thyssen has become something of an enigma to its followers. It is still sending out news of rising rationalisation costs, and although there is a pre-tax profit of £3.5m for the six months to January to set against last year's £1.2m loss, even that amounts to little more than 0.5 per cent of sales.

The root of the matter is that Lucas is continuing to lose money in its UK automotive business, if not quite so rapidly as in the corresponding half last year. Although the after-sales market is at last beginning to show signs of revival, lagging behind the sustained advance in new car registrations over the past two years, Lucas is even now coming to terms with the structural decline in what used to be its staple source of high-margin sales.

As many as 2,500 shareholders are expected to pack the Mercator hall in Duisburg today, after Deutsche Bank and Dresdner Bank, which have seats on Thyssen's supervisory board, informed their proxy clients that they could not recommend approval of the company's 1983-83 audit and asked that they stand in person.

Thyssen closed its last business year with a net loss of DM 550m (\$212m), its worst result in the post-war era, and Herr Spethmann and the board advised that no dividend be paid for the first time since 1958.

Herr Spethmann cannot be voted out by shareholders and he appears

by the close, the subsequent mood in London remained very gloomy. Normally sanguine brokers could be heard muttering that they would never again buy a Jardine product.

The question facing the market is whether Jardine's decision will in a few weeks be seen as just another of the upssets which punctuate the

Hang Seng or whether it could precipitate a general crisis in business confidence.

The expatriate establishment was doing everything possible to mend fences yesterday but the Bermudan re-registration has clearly placed an additional burden on the politician in next month's round of talks.

If the fall-out from the Jardine statement is not speedily contained, the company will have made not only a catastrophic error of timing but a grave commercial misjudgement.

Apart from its loss-making involvement in Dusseldorf, where the sheer length of the negotiations on "long-run viability" suggest that Icarus's French partners have most of the cards, the rest of Lucas seems to be in fair health. Aerospace profits were down by about a quarter (apparently as expected, by Lucas at least) but recovery here will presumably follow the expansion which is developing in the airframe market. All in all, there is a reasonable chance that this year Lucas will not have to pay its dividend entirely from reserves.

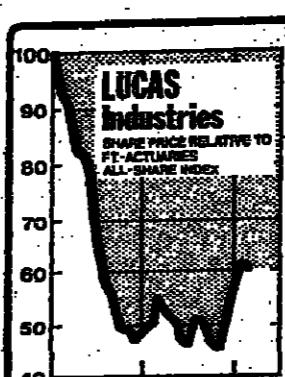
Hong Kong

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sponded with predictable venom yesterday to Jardine Matheson's removal announcement. The Hang Seng Index fell almost 10 per cent within the first hour of trading and, even though institutional support had cut those losses roughly in half

THE LEX COLUMN

Slow recharge for Lucas



touch will do for electrics and give it some insight as to what makes department stores tick.

Financial details are sketchy, but it looks as if Debenhams is ceding control of furniture and carpet retailing in its stores for a substantial stake in a joint venture where Harris's undoubted flair and buying power are intended to improve margins beyond recognition. The additional carrot for Harris is that it receives a stake in Debenhams' electrical retailing business, an area in which it has made little secret of an ambition to eventually open its own chain of out-of-town stores.

If Debenhams needed convincing of Harris's ability, it got ample evidence yesterday. Pre-tax profits are up 57 per cent to £25.5m in the year to December. The result was a shade below best expectations but Queensway's store opening was held up by building delays. Queensway opened their doors in the last six months, 11 of them in the last 10 weeks.

Their impact is now being felt. Sales in the first quarter of the current year are up 30 per cent, of which a third comes from the growth in selling space, and profits could reach £3.5m or more, no matter what comes out of Debenhams.

UK productivity

Yesterday's March unemployment figures for Britain heavily underscore the message of the Bank of England's latest Quarterly Bulletin. While an increase of £1.000 in the seasonally adjusted total may not say much about the direction of the underlying trend, it is clear that even allowing for the aberrant influence of special employment programmes - UK manufacturing industry is increasing its output without creating anything like commensurate growth in employment.

The remarkably strong February expert figures reported earlier this week endorse the impression that the UK's oil-industry is at last improving its competitiveness on the back of gains in productivity. Company chairman, who have been reporting in droves over the past fortnight, sound far more confident than, at any time during the past five years. Being well placed to take advantage of the upturn when it occurs is mercifully no longer the standard message of the preliminary statement.

Harris Queensway

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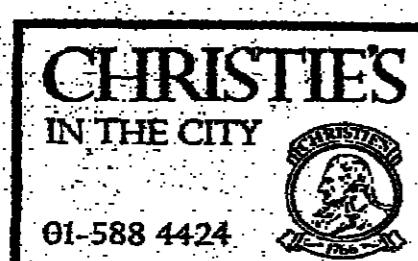
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SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Friday March 30 1984

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Coleco to lay off 1,300 Adam computer staff

BY LOUISE KEHOE IN SAN FRANCISCO

COLECO INDUSTRIES, the home computer and toy company, will lay off about 1,300 production workers at its New York home computer factory this month. The workforce reduction is attributed to disappointing sales of the company's Adam home computer, introduced last year.

Coleco said the layoffs are partly due to "increased automation and other productivity improvements" and to seasonal fluctuations in home computer sales.

Earlier this month, Coleco announced over 400 redundancies at its home computer plant.

Coleco claims, however, that it expects to recall a portion of the laid off employees during the sec-

ond quarter of 1984 when additional software for Adam is scheduled to go into production.

Coleco's reduced production of Adam computers could create serious doubts about the product among software developers, retailers and consumers.

The announcement will have a ripple effect. The software compa-

nies will be scared off, then con-

sumers will not buy Adam because

the software is not available and for

fear of obsolescence should the

product be discontinued," said Miss

Tricia Parks, a market analyst with

Future Computing of Richardson,

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Coleco reported a \$35m loss for the fourth quarter of 1983, blaming it on "extremely high costs associated with bringing Adam to the market." The company said it had sold 95,000 units during the fourth quarter, one fifth of its original projections for the product.

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BANQUE INTERNATIONALE A LUXEMBOURG

Liffe in Singapore futures link talks

By Chris Sherwell in Singapore

HIGH-LEVEL talks have begun between the Chicago, London and Singapore futures exchanges to expand the unique "mutual offset" link between Singapore and Chicago to include London and to increase the number of different contracts traded.

Previously the London International Financial Futures Exchange (Liffe) has said it wants to see how the system works before starting talks. Mutual offset allows open positions on one exchange to be offset with opposite positions on another exchange.

The talks mark a significant development in the rapid growth of the futures business, and could be a boost for the new Singapore International Monetary Exchange (Simex), which features the offset system as a key attraction.

The U.S. Commodity Futures Trading Commission is now scrutinising the plan more closely to ensure that trades made which might compromise price cannot be disguised.

This is taking longer than anticipated, and Simex has delayed its planned May 2 opening until June, although no specific date has been announced.

At the same time events in Kuala Lumpur, where palm oil futures trading on the Kuala Lumpur Commodities Exchange was temporarily suspended recently, have sent a shudder through the local authorities.

The possibility of a repetition in Singapore of this attempt to "corner" the palm oil market is discounted, however, because markets are deep for the two main contracts to be traded—a U.S. dollar/yen foreign exchange contract and a three-month Eurodollar interest rate contract.

Singapore's efforts to recruit the all-important "locals"—individual exchange members prepared to accept risks others want to cover—are meanwhile paying off handsomely. A total of 160 applications has been received, more than expected, and the bulk is likely to win approval.

Strong growth at Highlands and Lowlands

HIGHLAND AND LOWLANDS said group operating profit rose 49.8 per cent to 23.4m ringgit (U.S.\$10.2m) in the first two months of 1983, AP-DJ reports from Singapore. During the full year, operating profit was up 24.8 per cent to 33.9m ringgit.

Turnover for the Malaysia-based plantation and processing company edged up 0.5 per cent in 1983 to 164.9m ringgit and investment and other income was 2.3 per cent higher at 19.7m ringgit.

An extraordinary gain of 13.6m ringgit arising mostly from gains from compulsory land acquisition and utilisation, caused profit after tax and extraordinary items to soar 75.1 per cent to 47.4m ringgit.

Directors have recommended a final dividend of 12.5 sen a share, bringing 1983's annual dividend to 17.5 sen, up from 15 sen

Record year at IBM Japan

TOKYO — brisk sales of ultralarge-capacity computers and personal computers for business use boosted both sales and profits of IBM Japan to record levels in 1983.

The wholly owned subsidiary of International Business Machines of the U.S. said unconsolidated net profit totalled Y44.73bn (\$19.68m), up 25.6 per cent from the preceding year, on sales of Y612.2bn up 26.2 per cent.

Profit before taxes and extraordinary items increased 31.1 per cent to Y63.90bn.

The company said the gains were due to unexpectedly brisk sales of ultralarge-capacity computers of the 308X series and small business computers of the 5550 series. Peripheral equipment, including magnetic disk, also sold well.

Ryodo.

Disneyland Tokyo deal

CHIBA—The Japanese owner of Tokyo Disneyland has sold 7.1 hectares of land adjoining the amusement centre for about Y18.1bn (\$80m) and earned a windfall profit of Y17.7bn.

Oriental Land has signed contracts with two hotel operators, who plan to build 12-storey hotels on the land by 1987. The land sold was part of a sprawling tract of reclaimed land that Oriental acquired from the Chiba Prefecture government in the mid-1970s for about Y16,000 per 3.3 square metre. The company sold the land Wednesday for more than Y800,000 per 3.3 square metre. Kyodo.

Myers plans rights issue as first-half profits recover

BY LACHLAN DRUMMOND IN SYDNEY

AUSTRALIA'S largest department store retailer, Myer alone, saw net earnings recover from A\$8.2m to A\$14.8m (U.S.\$33.6m) in the six months to January 29 as it benefited from its acquisition of the Grace Bros chain, improved Christmas trading and stringent corrective measures imposed on its own operations.

The company has accompanied the profit report with a pre-tax call for A\$7.6m from shareholders through a rights issue. Including Grace Bros, acquired in June last year for A\$21.3m, sales increased by 5

per cent from A\$95.4m for Myer alone to A\$11.6m. On a comparable basis the increase was 13.4 per cent, which compares with an 8.5 per cent increase in Australia retail sales in the same period.

Before tax of A\$3.5m compared with A\$8.73m without Grace to A\$6.92m this time. On a comparable basis the Myer and Grace separately produced pre-tax profits of A\$29.6m last time, a depressed result for both and about half the rate of first-half earnings the two had achieved in the previous three opening half years.

The latest result was after depreciation of A\$21.3m (A\$16.8m for Myer alone) and interest charges ahead from the Myer-only total of A\$37.8m to A\$41.06m. Grace's first half interest charges were A\$8.6m last time.

The rights issue, meanwhile, is the first approach to shareholders—other than through convertible notes—since 1929, and the new shares are being offered at A\$1.90 each against a market price of A\$1.90, and can be paid in two stages.

The interim dividend is unchanged at 5.5 cents a share

first and final dividend is unchanged from the 1981-82 period.

• Neptune Orient Lines' group after-tax profit rose 10.3 per cent to \$85.9m in the second half of 1983. For the full year, however, profit was down 2.1 per cent to \$80m, however, slipped 6.4 per cent to \$78.1m at the attributable level, a \$8.7m extraordinary gain from the sale of office space allowed NOL to post an improved net profit of \$9.13m, up 2.5 per cent.

Agencies

The agreement by UIC to sell its subsidiary, Bovasco N.V., to Chip Lian Investments was dated December 21, 1983, and passed by UIC shareholders February 17, 1984. However, UIC did not include some \$6.5m of losses incurred by Bovasco and its associates in the results. It did, however, include a hefty \$18.6m gain from the sale, which pushed attributable net profit to \$201.2m for the year. During the 17 months through the end of 1983, UIC recorded a \$83.2m attributable loss.

The proposed 5 cents a share

Linde faces process plant order decline

By John Davies in Frankfurt

LINDE, the West German engineering concern, is improving sales in major areas of its business as economic recovery gathers pace, but still faces a shortage of orders worldwide for large process plant installations.

Sales revenue of the parent group, including domestic subsidiaries, was DM 332.3m (\$128.3m) in the first two months of this year, 7.9 per cent down on a year ago. But the decline was solely because fewer process plant orders were completed.

Apart from process plant business, sales were running 18 per cent ahead of last year with industrial gases, materials handling equipment, machine tools and refrigeration equipment all picking up.

Sales of Linde's world-wide group increased by 10.4 per cent to DM 3.36bn for the whole of 1983 while the parent group's sales went ahead 6.3 per cent to DM 2.7m.

But the impact of recession showed up in the order book. The inflow of orders to the parent group was 6.1 per cent lower than the previous year at DM 2.4bn. Orders within West Germany fell 5.8 per cent and export orders were down as much as 22.3 per cent.

Pre-tax profit of Linde's parent group edged down to DM 126m from DM 127m in 1982. The company had already indicated it plans a DM 9 dividend per DM 50 share for the fifth year in succession.

Dr Hans Meinholtz, the chief executive, said that the U.S. subsidiary, Baker Material Handling, had made a reduced loss and hoped to be profitable this year.

He said that Linde was still considering the possible takeover of Fenwick Manutention, the French fork-lift truck maker, but felt under no time pressure.

Notice is hereby given that the transfer books and Register of Members of the Company will be closed from 12th April to 25th April, 1984, both days inclusive, to establish the identity of those shareholders entitled to the final dividend for the year ended 31st December, 1983.

The final scrip dividend with a cash alternative of HK\$0.30 per share will be paid on 7th June, 1984 to shareholders on the Register of Members on 25th April, 1984.

In order to qualify for the dividend, all transfers, accompanied by the relevant share certificates, must be lodged with the Company's Registrars, Central Registration Hong Kong Limited, Hopewell Centre 17th Floor, 183 Queen's Road East, Hong Kong, not later than 4.00pm on 13th April, 1984.

By Order of the Board,
K. W. Young
Company Secretary

Hong Kong, 26th March, 1984.

PORTSMOUTH BUILDING SOCIETY

Notice is hereby given in accordance with the Society's Rules that as from 1st April 1984 the following rates of interest per annum will be paid on the various types of investment account:

Ordinary Share 6.55% Equivalent 9.36%

Monthly Income Share 6.55% to 9.36%

1 Month Notice Share 7.50% (where 10.71%

3 Month Notice Share 7.75% Income tax 11.07%

6 Month Notice Share 8.00% is payable 11.43%

5 Year Period Rate 8.40% at the basic 12.00%

Subscription Share 8.05% rate of 30%) 11.50%

Financial Times Friday March 30 1984

THE PROPERTY MARKET BY MICHAEL CASSELL

Crown Agents to sell Millbank

THE CROWN AGENTS, struggling back along the road to profitability and on towards privatisation, has put its Millbank, London, headquarters up for sale. The asking price is likely to raise around \$20m.

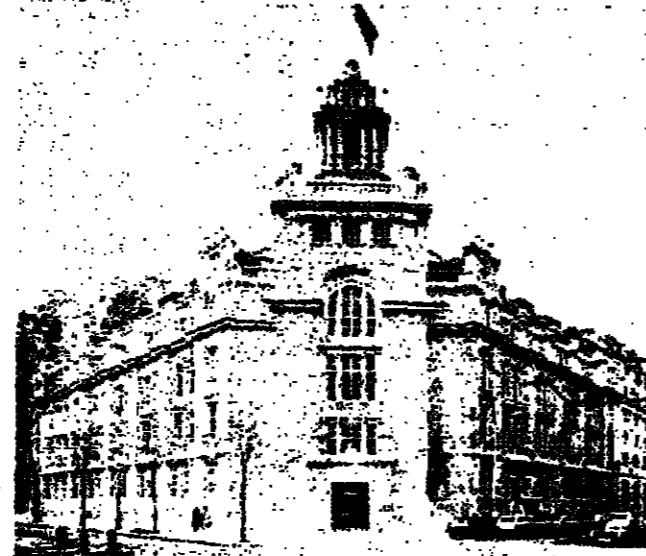
The decision, which had been expected, forms part of the programme to get the organisation back into profit by 1986 so that the government can proceed with its plan to privatise all, or part, of the state-run agency.

Formed 150 years ago as a procurement agency for British colonial administrations, the Crown Agents has more recently developed a wider role, including the provision of financial services and the administration of UK overseas aid.

The organisation's own property dealings in the late 1960s and early 1970s led to losses of £20m. The termination, last year, of the lucrative contract to manage a £25.5m investment portfolio for the Sultanate of Brunei again put its future in doubt. Last month, however, the government set it on the road to privatisation.

The Millbank headquarters have been home for the organisation since 1916 and offer 105,000 sq ft of useable space, overlooking the River Thames opposite the Palace of Westminster. Both British American Tobacco and Imperial Chemical Industries—its due to move—are located nearby.

In an instruction which gives added credence to Savills' emer-



gence as a force in the commercial property sector, the Crown Agents decided not to use Knight Frank and Rutley, with whom they have long been associated.

The building has three separate entrances and Peter Oswald, of Savills, says it could be split into three self-contained office blocks or made suitable for an international company.

The property will demand substantial improvement and the Crown Agents will not be able to give full vacant pos-

session until the end of March next year, when staff will have completed the move to Sutton in Surrey. A sale could be delayed or rent could be paid to the purchaser—possibly a developer—for the interim period.

As for Savills, the agents have found a tenant for Belgrave House, the 180,000 sq ft-plus headquarters building in Birmingham Palace Road, currently occupied by BR Chemicals. The identity of the tenant could be known next week.

Hammerson buys in Los Angeles

HAMMERSHOP GROUP has finally clinched its first property acquisition in Los Angeles.

The group this week exchanged contracts on the freehold and leasehold interests on a building at the corner of Seventh Street and South Hope Street, which it regards as one of the city's most important downtown locations.

Originally designed as an 18-storey office block, the building was only built to eight floors in 1964. Hammerson says it intends to raise the building by a further eight floors "as soon as possible," to create an 88,000 sq ft building.

Together with improvement works, the whole operation is likely to cost the Hammersons around \$22m. The group is also in the final stages of difficult negotiations to buy a larger downtown office building and details of the deal are expected very shortly.

The two deals represent the first fruits of Hammerson's attempt to establish itself in Los Angeles, where it opened an office in 1982.

Fellow UK developer MEPC has also made one or two big decisions involving its American operations. After lengthy deliberation, it has finally decided to go ahead with the joint development of its proposed stadium plaza office and retail complex on 80 acres of land in West Dallas.

The project involved a partnership with Teoco Realty, run

by the Murcheson family, but it appears that problems within the business now mean they cannot stay in with MEPC.

The British developer has no intention of continuing alone and neither does it plan to pursue the plan with any other partner.

As a result, the site—one which the two parties have spent a total of around \$30m—is now being offered to other developers. One offer has been made but other bids are being sought.

It appears that the decision to sell out might have come about earlier than MEPC would have wished but, by the way of compensation, the company has decided to proceed with another major scheme in Dallas, the second phase of its Colonade high-technology office complex.

MEPC said it wanted to see over 50 per cent of the first, 295,000 sq ft let up before it gave the go-ahead for phase two. Tenants have now apparently taken over 60 per cent of the available floorspace.

The second phase will provide another 350,000 sq ft of office floorspace in a scheme which could eventually comprise 1m sq ft by the time it is completed, possibly around 1983.

MEPC is currently developing under way in the U.S. phase two is likely to cost around \$40m. It should take about 18 months to develop.

MEPC will most likely seek to sell an interest in both

phases, with a side-by-side by partner joining them to develop the third and final phase.

Beyond the Colonade, MEPC's next development could well involve the expansion of its Parkdale Center office park in Minneapolis. The firm's 51 per cent owned by the group and there is room for further development. There are also plans for a 1.2m sq ft office scheme, in partnership with Bechtel, in Houston, but a start will await an improvement in local market conditions.

For those US investors still thinking about taking the plunge into the U.S. real estate market, yet another channel for their funds has opened up with an agreement between J. Trevor, the London Surveyors and agents, and Fidinam Group, the Swiss-based international real estate management consulting group.

In 20 years, Fidinam has built up a North American real estate operation which advises in all aspects of property development, investment and management. It now has around \$1.4bn of real estate assets under management, with another \$400m worth under construction.

John Trevor says his firm are not partners with Fidinam but are acting purely as agents in an attempt to secure new sources of investment finance within the UK.

Sharp increase in empty factory space

A SHARP RISE in empty space among new industrial and property companies is revealed in a survey among 39 funds conducted by Hillier Parker and Rowden, the London agents and surveyors.

The agents report voids in new schemes up from 10 per cent last February to nearly 34 per cent, despite a small drop in the level of new development. The overall void rate for all property was 2.7 per cent in terms of income value and 8.4 per cent in floorspace terms.

Irish Life Assurance wants £5m for the head lease, with 83 years to run, on Druse House, the 33,000 sq ft office and shop building at 54-60 Baker Street, W1. The building was sold at auction to Irish Life 11 years ago, when it produced a rental income of £85,000 a year, a figure which now stands at £395,000. The offices are underlet to Stroy Hayward, who is resigning their interests to Doyle Dane Bernbach. Fidinam are the Portman Estate. Druse are sole agents.

Abraham de Koning, senior partner for Jones Lang Wootton in Amsterdam, is joining HRO International in New York, the development group run by Howard Rooson, an offshore bank—by Laing and Crichton.

Land Securities has sold the freehold of its reversionary investment in Marcol House, Regent Street, W1 to Trusthouse Forte, the tenant. Teacher Marks advised Trusthouse.

Sheraton Securities, headed by Peter Taylor, and the JT Group of Estates, have restructured their joint development company. All major projects previously carried out "in house" by JT will now be undertaken by Sheraton JT, which is to start three new schemes, including the Bristol Business Park on a potential 100-acre site one mile from the M32-M4, and a 16,750 sq ft office and shop project on Narrow Quay, Bristol.

Balgavia Commercial Developments, the property subsidiary of Dominion International, is paying about £2.7m for the freehold of Globe House, a 141,000 sq ft office building in Chelmsford. Current rental is around £360,000 a year with rents reviews this year and in 1986. Apart from the prospect of substantial rental growth, there is room for further development. This deal is financed by the issue of 2.4m new ordinary shares, placed on behalf of the vendor—an offshore bank—by Laing and Crichton.

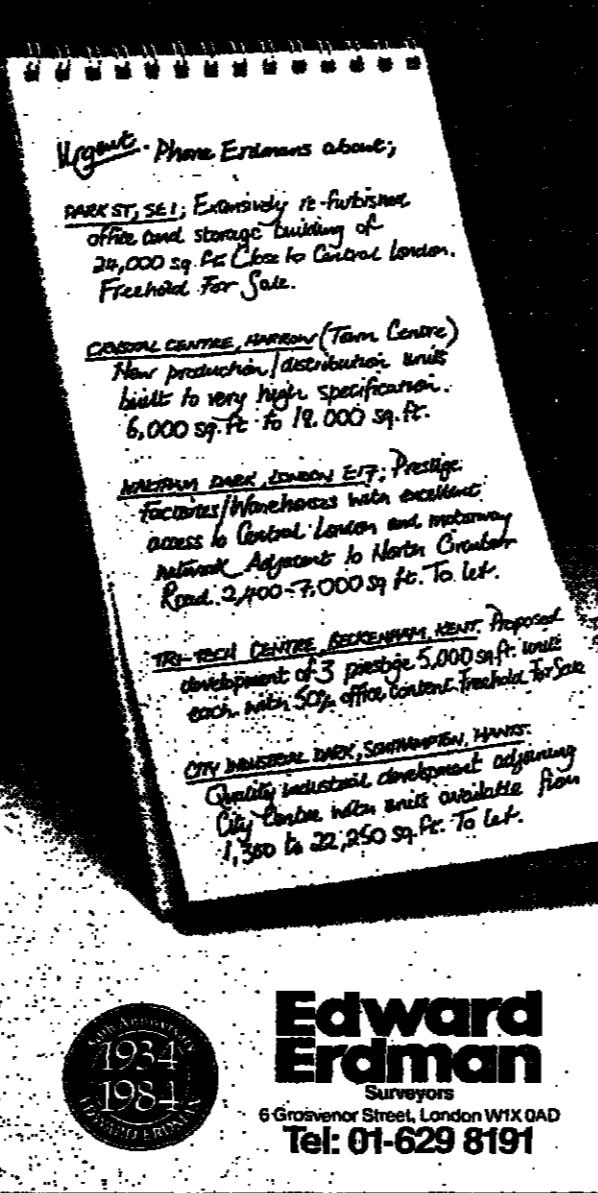
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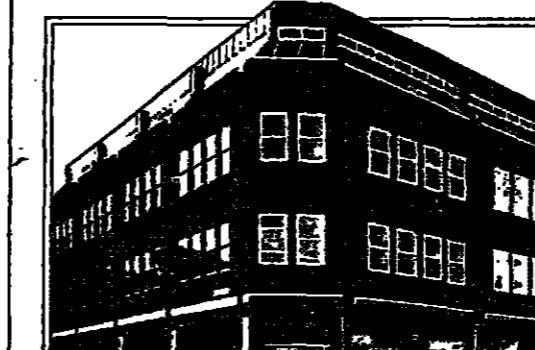
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UK COMPANY NEWS

Lucas recovers but profits hit again by closure costs

REDUNDANCY AND closure costs, as anticipated, continued to depress results at Lucas Industries, vehicle and aircraft accessory manufacturer, in the six months to January 31 1984.

However, the company achieved sharply higher operating profits of £14.4m, against £2.3m, enabling it to show a profit of £3.5m at the taxable level, compared with a £5.2m loss and a £1m profit for 1983/84.

And Mr Godfrey Messervy, the chairman, says that trading conditions continue to improve and he looks forward to a stronger recovery in the second half.

The group, for the period, expanded by 27.5m to £65.3m and trading profits rose from £17.8m to £27.5m. Net interest payable was reduced to £12.6m (£14.2m), but redundancy and closure costs were higher at £10.9m (£8.1m)—share of related companies losses were 20.5m (£0.7m).

UK sales increased by £55.6m to £264.8m, of which £22.4m related to the consolidation of sales taken over from Smith Industries by the electronics and systems division of Lucas Elec-

trical. A loss before tax of £7.4m (£10.2m) was incurred after charging £10.3m (£7.9m) redundancy and closure costs.

UK demand in the automotive aftermarket remained disappointing throughout the period but its automotive equipment companies benefited from increased activity at the vehicle manufacturers.

Compared with the previous year, UK car production increased by over 20 per cent and tractors by nearly 15 per cent, but commercial vehicle output was 10 per cent lower. As a result, the sales by its automotive equipment companies increased, excluding sales from Smiths, by £3m over the previous year, reducing the operating loss by £2.6m to £3.8m.

After charging redundancy and closure costs, the loss before tax of £13.2m was £9.9m lower than last year.

European and overseas automotive equipment subsidiaries made good progress with increased profits in most territories. However, significant losses continue at the French partnership company, Duceiller.



Mr. G. Messervy, the chairman, expects the recovery at Lucas Industries to gain momentum in the second half.

Sales by its aerospace equipment companies at £125m were lower than the previous year reflecting the reduced world demand for civil and military aircraft mentioned in the last report. As expected, the profit before tax of £6.3m was £2.3m lower than the previous year.

Sales by its industrial equipment companies were £50m—11 per cent higher than last year. The profit before tax was unchanged at £2.6m but 1983/84 reflected by £1.1m of special income from Systech technology.

A total charge of £3.4m (£5.2m) put the group back into the red, and after minor corrections, the attributable deficit of £1.7m (£11.3m). The loss per £1 share was lower at 18p (11.9p).

Ibstock picks-up to £6.6m year-end

WITH ALL divisions contributing to a second-half improvement Ibstock Johnsons, brick manufacturer, finished the 1983 year with record pre-tax profits of £6.35m. This was a swing of £1.82m over the £1.57m loss incurred last year and compares with the previous record of £5.1m attained in 1978.

The group, which was subject to takeover bids from both London Brick and Redland a little over a year ago, is stepping up its final dividend from 3p to 3.75p to make a total of 5.5p.

Both bids were referred to the Monopolies and Mergers Commission and subsequently dropped.

Mr Paul Hyde-Thomson, group chairman, says that the severe weather in the U.S. in the early months of this year held back further progress but orders, down 30 per cent during the last year, indicate improved delivery later in 1984.

He comments that another mild winter in the UK and a continuing rise in world pulp prices have helped the group's other two divisions to make substantial improvements over last year in the first quarter of 1984.

A total charge of £3.4m (£5.2m) put the group back into the red, and after minor corrections, the attributable deficit of £1.7m (£11.3m). The loss per £1 share was lower at 18p (11.9p).

Pre-tax profits were struck after deducting distribution costs of £7.2m (£10.1m), administration expenses of £4.11m (£3.51m) and lower interest charges of £1.51m (£1.02m). Included was a £582,000 (£226,000) share of associates' profits and other operating income of £443,000, compared with £20,000.

Tax accounted for £2.25m (£0.85m) but extraordinary debits were cut from £25.3m to £24.000 to leave available profits at £3.97m (£9.05m loss).

Earnings emerged at 15.05p (9.54p loss).

An analysis of group profits before interest shows: building products—UK £11.26m (£8.68m); Netherlands nil (£2.47m) and U.S. £1.35m loss (£1.33m loss); and fibres £55.900 (£61.000 loss).

Group pre-tax profits for the second six months totalled £4.93m (£597,000 loss).

Turnover in the U.S. rose from \$24.95m to \$33.45m, although this was not reflected in the results. Mr Hyde-Thomson explains that the year-on-year comparison of this company as a result of an overstatement of accounts of this company as a result of an overstatement of debts. The comparative figures for 1982 for the group reflect a start several plants of introducing new product lines, and of major strengthening of the marketing and selling efforts.

The chairman adds that the group is "on target for a big advance over 1983". He adds that investment of £10m in the year has been increased to £20.35m.

The chairman says the increase in dividend is rather more than indicated at the time of the

this kind is intended to win a stronger market position and a better quality order book so that the company can better withstand a possible future downturn in demand.

The fibres division, bounded back from a first half loss of £145,000 to end the year with a profit of £58.000. This reflected improved trading conditions in the world pulp market which started to make themselves felt during the second half.

In the U.S. Ibstock Building Products made further "impressive progress."

In the U.S., Glen-Gery turnover increased from \$40.4m (£27.9m) in 1982 to \$48.6m in 1983, reflecting a higher level of building and increased penetration by the group—both were more apparent in the second half.

In October 1983 the group acquired the remaining 25 per cent of the shares in Crusader Board and Converters and at the same time it was found necessary to make a correction to the 1983 accounts of this company as a result of an overstatement of debts. The comparative figures for 1982 for the group reflect a start several plants of introducing new product lines, and of major strengthening of the marketing and selling efforts.

The chairman adds that the group is "on target for a big advance over 1983". He adds that investment of £10m in the year has been increased to £20.35m.

The chairman says the increase in dividend is rather more than indicated at the time of the

interim. He adds that the decision not to recommend the renewed London Brick approach was well justified and says shareholders can expect no benefit from Ibstock's own growth.

Comment

Ibstock Johnsons' figures confirm how right the directors were to repel the attentions of London Brick. The City yesterday was slightly disappointed that the results were not even better than they turned out—but this reaction should not obscure the fact that the dramatic turnaround in the company's fortunes should be followed by an even better performance in 1984. The share price, down 3p at 214p, shot up on the back of the bid battle—it ought now to make further progress on the strength of future earnings. In the UK, the company is concentrating more than ever on the top end of the market—where margins are best and sales less vulnerable to a future downturn in the trading cycle—but in the U.S. Johnsons has spent \$40m and five years of effort building up a big stake in a company with no reward as far as the 1983 loss should be turned into profit in 1984—but it will scarcely be a real return on the investment. For the year, the group could make £12m pre-tax, giving a prospective actual tax multiple of just under 7.

Desoutter in strong finish to 61% rise

In line with expectations at mid-way, Desoutter Brothers, precision mechanical engineers, added 61 per cent in the second half of 1983 to improved taxable profits of £2.73m against £1.69m.

The final dividend is up from 3p to 4.3p, increasing the total by 1.3p to 7p. An one-for-four scrip issue is proposed.

The company paid £354,000 (£156,000) in interest while tax rose sharply from £587,000 to £1.36m. Attributable profits were up from £1.1m to £1.38m, leaving earnings at 13.89p (11.03p).

Amber Day trading begins to show improvement

THE DRAMATICALLY reorganised clothing manufacturer Amber Day Holdings incurred a loss of £100,000 for the six months ended November 26 1983, after meeting administrative and redundancy charges of £230,000 and order books continued to increase; the 26.5 per cent retailing contribution was £8.6m. Last year discontinued activities accounted for £758,000, and there was an overall pre-tax profit of £280,000.

After tax of £66,000 (nil, but minorities £64,000) the attributable loss for the half year comes out at £145,000 (profit £216,000) per share figures of 1.62p (0.72p).

The full accounts for the year will be published in September when consideration will be given to a possible capital reconstruction.

The group reorganisation meant that the trade or outerwear manufacturing division was retained, while the entire shareholding in the carry-over side was sold and 71.5 per cent of the meanswear retailing division disposed of.

The company states that programming, rationalisation and the introduction of new products are continuing during the current year, and are expected to produce additional benefits. Though market conditions are unlikely to change substantially, an increase in sales is expected.

Explaining the reasons for the rights issue Mr Erwin Bielinski, the chairman, says the company's strategic objectives are to invest in new products and to develop its international business.

An extensive programme for

the introduction of new products incorporating the evolving advanced technologies has been established for the next few

Brown Boveri soars 42% and seeks £7.5m

HIGHLIGHTS

Hong Kong—is it at an end? The market fell sharply in the wake of Jardine Matheson's surprise move to Bermuda. Lucas Industries—is still not making money, reporting heavy rationalisation costs. It awaits the upturn. Productivity, March shows a further rise in unemployment, which, taken together with the recent increase in output, suggests an improvement in productivity. Harris Queenway announced a proposed agreement with Debenham's which will give it a major interest in furniture and carpet retailing in the department stores. Full-year profits show an increase of nearly £10m

years. The funds raised by the rights issue will enable these investment programmes to proceed, while ensuring an improved balance between shareholders' funds and borrowings.

The new shares will not rank for the 1983 final dividend. The issue will be underwritten for a

a reasonable period.

The chairman adds that shareholders should be asked to help out.

Bristol Oil down but optimistic

Comment

Brown Boveri's profits are still

marginally below where they were six years ago, but there seems to be a case for arguing that the recession, besides bringing about the usual rationalisation effects, has also obliged the company to overhaul radically its portfolio of products. Back in 1980, a lot of its products were electrically based, but in attempting to widen its research and development into new materials, the company has arguably moved appreciably up-market in the technological sense.

Gearing, meanwhile, is a touch lower, but still close to the 50 per cent mark. Given that Brown Boveri has positive ideas about where it is going next, it seems reasonable that shareholders should be asked to help out.

Turnover for the year came to £17.63m (£26.63m).

The directors say that the changes in the state of the company have led to a considerably stronger balance sheet and a substantial reduction in overheads.

NOTICE OF REDEMPTION

to Holders of

NORTHWEST INDUSTRIES FINANCE CORPORATION N.V.

U.S.\$50,000,000

13% Senior Guaranteed Bonds Due 1987

Notice is hereby given pursuant to the Terms and Conditions of the Bonds and Clause 4(d) of the Fiscal and Paying Agency Agreement dated as of April 30, 1980, among Northwest Industries Finance Corporation N.V. (Company), Northwest Industries Inc. and Orion Royal Bank Limited, fiscal agent and paying agent, that the Company has elected to redeem all of its 13% Senior Guaranteed Bonds Due 1987 (Bonds) at 101.225 of the principal amount together with interest accrued to the date of redemption. The redemption is being made pursuant to the Condition entitled "Redemption", subparagraph (c), of the Terms and Conditions of the Bonds. The date fixed for redemption is May 1, 1984, and on and after said date, unless upon due presentation, payment is improperly withheld or refused, interest on the Bonds will cease to accrue. Payment will be made upon presentation and surrender of the Bonds with all Coupons appertaining thereto maturing May 1, 1985 and thereafter, and the face value of any missing unmatured Coupons will be deducted from the sum due for payment, the amount so deducted being payable subject to prescription upon presentation of the relative missing Coupons.

The places of payment upon due presentation of the Bonds and Coupons are the following paying agents:

Orion Royal Bank Limited, 1 London Wall, London EC2Y 5JX

Banque Bruxelles Lambert SA, Avenue Marix 24, B-1050 Brussels

Banque Internationale à Luxembourg SA, 2 Boulevard Royal, P.O. Box 2205, Luxembourg

Banque National de Paris, 16 Boulevard des Italiens, 75450 Paris

County Bank Limited, 1 Old Broad Street, London EC2N 1BB

Credit Suisse, Paradeplatz 8, CH8021 Zurich

European Banking Company Limited, 150 Leadenhall St, London EC3V 4PP

S.G. Warburg & Co. Ltd., 30 Gresham Street, London EC2P 2EB

Westdeutsche Landesbank Girozentrale, Friedrichstrasse 56, 4000 Dusseldorf 1, West Germany.

DATED: LONDON, 30TH MARCH, 1984
For and on behalf of
NORTHWEST INDUSTRIES FINANCE CORPORATION N.V. by

FISCAL AND PAYING AGENT

ORION ROYAL BANK LIMITED
A member of The Royal Bank of Canada Group

Lonrho sees 'healthy increase'

A HEALTHY increase on the last full year was confidently forecast by Mr Roland "Tiny" Rowland, chairman of Lonrho, that the annual results for the first half of 1984 would continue on an upward trend for the company as a whole.

In the last full year profits came to £113m.

Mr Edward du Cann, deputy chairman, stressed that Lonrho intended to press for the demerger of Harrods from the House of Fraser. He disclosed that there had been some interest in Lonrho shares by institutions, so that the number of large investors had doubled to 100, with investments by Americans also on the increase.

He said that Lonrho was still waiting for the results of the Government inquiry into House of Fraser or the demerger of Harrods. Shareholders approved the motion by acclamation.

One regular critic of Lonrho at its annual meetings, Mr Tom Ferguson, London representative of the Kuwaib-owned Gulf Fisheries had no questions for the board this time.

After the meeting he said: "Basically I feel Lonrho has just about recovered to its pre-1981 profit levels. I was much heartened by Mr du Cann's comments that he expects healthy profit growth in 1984."

"It would have seemed rather churlish to have said anything in the 'love-in' atmosphere that prevails at Lonrho meetings."

Gulf, which has sold 11m Lonrho shares in the past year, but which still retains a 12.1 per cent holding, will be watching the Lonrho price over the next few months to see if it sustains the recent rating, he added.

At Meggit Holdings' annual general meeting shareholder

were told that the improvement experienced towards the end of the financial year had continued and that the unaudited figures for the first quarter of the current year indicated a satisfactory level of profitability."

The chairman said that this situation had extended into the second quarter but that the undertones in the industries served by the group were not yet sufficiently strong to enable him to predict further ahead.

The directors are currently investigating a number of business opportunities aimed at the growth and development of the group.

The chairman of Industrial and Commercial Companies revealed that the latest figures indicated that profits had continued to improve "quite strongly."

At the meeting he said:

"Basically I feel Lonrho has just about recovered to its pre-1981 profit levels. I was much heartened by Mr du Cann's comments that he expects healthy profit growth in 1984."

"It would have seemed rather churlish to have said anything in the 'love-in' atmosphere that prevails at Lonrho meetings."

Gulf, which has sold 11m

UK COMPANY NEWS

Reduced short-term rates take a toll on KCA Drilling

REDUCED RATES on short term contracts hit final quarter figures at KCA Drilling Group which reported a drop in pre-tax profit from £7.01m to £4.72m for 1983.

The group, which was the subject of a management buyout in August from its parent KCA International, says there are already signs of improvement in short term rates, giving acceptable profit levels not expected until towards the end of this year.

However, it says the group has suffered less than many contractors in the depressed market because of the wide spread of its operations and its blend of short term exploration and long term development drilling contracts.

Turnover was down at £38.95m (£38.1m), operating costs were up at 22.02m

Administrative expenses took £2.58m (£3m), and interest and similar charges £2.72m (£3.38m) but recoverable interest totalled £2m (£40,000). Tax was £2m (£3.36m).

Earnings per share rose to 5.9p (£4.68p). A final dividend of 1.5p (1.575p) makes 3p (3.75p) for the year.

The directors consider the proposed dividend total represents a satisfactory return to shareholders, bearing in mind the results for the year and the desirability of strengthening reserves.

In future the dividend level

BOARD MEETINGS

TODAY
Intermar Anglaise Estates, Burgh Prentiss, G.T. and (Sterling) Fund, M. Koenig, Mohamed Al-Fayed, Town Centre Securities.

Fisons, Buxton and Cloud, Hill Lime Works, Blyth, Blyth, Middlesbrough, France Industries, Morris Coward-Bell, Charles Horst, Menzies Finance Trust, Lubricants, Southwark, Tait, Shireman & Sons and South England Royal Mail Steam Packet, Unibond, Wates Blake Beavis, George White.

FUTURE DATES

Aberconwy Trusts Apr 27
Fisons Apr 4
Ashbury and Madley Apr 4
Bioschmiede International Apr 3
Cotes Brothers Apr 3
Dent (L.) Apr 15
EIS Apr 15
Edinburgh Securities Apr 18
Dun & Clegg Group Apr 18
RMC Apr 19
Scotish Mortgage and Trust Apr 19

Volume rise at Ramus but margins are eroded

VOLUME GROWTH and an increase in market share was experienced by Ramus Holdings, domestic tile distributor, in 1983.

However, the national volume increase was accompanied by a marginal lowering of unit price.

This, together with increased costs associated with the establishment of the company's distribution network has influenced profitability.

The company reports that while turnover for the six months to January 2 1984 expanded by 25 per cent from £3.7m to £10.2m, net profit of £2.6m was under 10 per cent.

Interest charges rose by £20,000 to £144,000, leaving the taxable result ahead at £256,000, compared with £241,000.

Based on seasonal factors and current turnover levels, Mr Ernest Ramus, the chairman, expects a successful second half.

In the last full year taxable profits of £621,000 were attained on turnover of £19.22m.

The interim dividend of 1.5p per US stock is being held at 1.5p per 25p share, dividends waivers have been received from holders of 3.33m shares, as a contribution to the conservation of working capital, reducing the amount payable by £44,002 to 22,432.

Tax for the period absorbed £1.0m (£67,000) to leave net profit at £81,000 higher at £235,000, equal to earnings per share of 5.3p (3.5p).

Moray Firth Maltings on target

AGAINST a profit forecast of £1.9m, Moray Firth Maltings has turned in £1.87m for 1983 which is an improvement of some 33 per cent on the previous year.

The small dividend is to be promised 50p to lift the net total from 2.5p to 6p.

The company makes malt for the whisky and brewing industries.

It made its first malt in December 1983 and said that quotation for a whole year would have meant a dividend of 7p.

Last year was not easy, the directors report. It witnessed a

further fall in malt whisky production mitigated partially by a small improvement in beer output. Malt exports were better by 7.5 per cent and helped to offset the depressed home market.

Turnover rose from £9.22m to £11.78m and the pre-tax profit from £1.45m to £1.57m, and was split as to 20,000m: malting £1.14m (£1.05m) and £1.83m (£1.1m); agricultural merchandising and storage £9.64m (£7.37m) and £440,000 (£384,000). On turnover, the UK market accounted for £23.9m (£20.44m)

and overseas £7.37m (£5.78m). Progress has been made on the Australian malting project. Tenders are expected to be in early May and the site for the first Clover malting in July.

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and overseas £7.37m (£5.78m). Progress has been made on the Australian malting project. Tenders are expected to be in early May and the site for the first Clover malting in July.

There is a slow level of delivery in the home market.

But with over 85 per cent of the planned production now contracted for, the directors are hopeful that results will show further progress.

The group has £5.6m available for relief against future trading profits. This arises from stock relief and accelerated depreciation in previous years.

Magnolia hit by overseas losses

DESPITE A £25,000 increase in contributions from the UK operations of Magnolia Group (Mouldings) higher losses from the overseas companies left the group with pre-tax profits for the 1983 year £49,000 lower at £654,000.

However, earnings rose by 2.5 per cent to 11.51p and a final dividend of 5.9p lifts the net total from 2.3p to 2.5p.

Trading by group companies in the UK is showing a steady upward trend in sales and profits and the group is again obtaining substantial orders in the bulk market and intends to expand these activities during 1984.

Vigorous efforts are being made to expand export markets with particular emphasis on North America—the group, based at Rochford, Essex, manufactures and imports picture frame mouldings.

Turnover for the past year moved ahead by £1.7m to £2.07m and gross profit totalled £2.67m compared with £2.50m. Abbotts Packaging, through its factories at Bracknell, Haverhill and Southgate, again increased its profit contribution while Fibrapak, which manufactures expanded polystyrene materials, continued to fulfil the potential shown in earlier years.

The packaging companies' label printer produced improved results and Daniel's Photography and Kirkhillonhill, the injection moulding and metallising company, and N. S. Macfarlane and Co., the specialist printer. Each

of these companies made substantial investments in new plant over 1983 to improve technology and increase capacity.

Pre-tax profits were struck after tax and net interest charges of £51.224, against a previous £145.550.

Tax charge fell from £892,843 to £532,151 to leave net profits £331,157 ahead at £1.99m.

Sir Norman says that despite its present problems the whisky industry remains to be a valuable and important source of business for the group and the companies supplying this sector traded successfully throughout the year.

Smith Brothers of Kilmarnock, label printer, produced improved results and Daniel's Photography

and Kirkhillonhill, the injection moulding and metallising company, and N. S. Macfarlane and Co., the specialist printer. Each

group's policy of tight management and financial controls has despite its continuing investment programme resulted in net borrowings being reduced to £200,000 at the end of 1983.

The loss from overseas operations rose from £29,000 to £62,000.

Profits from ordinary activities in the UK amounted to £786,000 (£781,000) and on the same basis, the loss from overseas operations

Strong increase to £1.1m for Scottish Heritable

FOLLOWING THE considerable reorganisation which has been effected, an increase from £358,000 to £1.1m in pre-tax profit for 1983 is reported by Scottish Heritable Trust. The dividend is to be 2.1p against 1.2p.

Last year's profit has been adjusted to include the acquisition of Claxton and Garland, which owns a property portfolio and is engaged in sand and gravel quarrying and house building. Other activities of the group take in carpets and floor coverings, hairdressing supplies, oil and gas development.

Turnover came to £22.6m

Fairview Estates ahead 30% at halfway to £4m

TAXABLE PROFITS at Fairview Estates, property developer and investor, grew by nearly 30 per cent to £4.02m, against £3.11m, in the six months to end-December 1983.

Mr D. J. Cope, the chairman, says that he views the future with continued confidence. In the last full year Fairview reported a pre-tax profit of £7.51m.

The company is to pay an increased interim dividend of 1.807p, against 1.461p. Last year's total was 5.501p.

Newman Industries plc

- Initial objectives achieved:
 - Substantial profit increase
 - Much improved Balance Sheet
- Outstanding results from Avdel
- First dividend paid in four years
- Confidence in the future

Results for the year ended 31st December 1983 (Unaudited)

	1983 £m	1982 £m
Turnover	71.3	72.4
Trading profit	5.9	4.2
Avdel	5.3	3.8
Electric Motors	0.4	0.2
Engineering products	0.4	1.3
Group admin. and discontinued businesses	(0.2)	(1.1)
Interest payable	(2.3)	(3.8)
Profit before taxation	3.6	0.4
Taxation	(1.2)	(0.7)
Profit after taxation	2.4	(0.3)
Extraordinary items	(0.5)	(0.8)
Profit/Loss attributable to members	1.9	(1.1)
Dividend	(0.7)	NIL
Retained Profit/Loss for the year	1.2	(1.1)
Fully diluted earnings per share	2.5p	(0.8p)

NOTES:
The figures for the year ended 31st December 1983 have been extracted from the accounts which have not yet been reported on by the company's auditors and have not been filed with the registrar of companies.

On 1st January, 1984 a dividend of 0.422 pence per share was paid on the 10 per cent Cumulative Convertible Redeemable Preference Shares (ICCRPS) in accordance with the terms of issue. In accordance with the conditions defined in the Articles of Association, no other dividends will be paid.

The 1983 annual report will be posted to share and stockholders on 10th April, 1984. The Annual General Meeting will be held at 10.30am Thursday, 3rd May, at the Conference Centre, Whitbread & Co. Limited, Chiswick Street, London E.C.1.

INNNNN

THERE'S MORE TO LADBROKE THAN PEOPLE THINK.

Hotels and holidays : 56 hotels and holiday villages in the UK 1983 profit £11.6m.

Property : Developments in the UK, USA, Belgium, Holland, France and Ireland. 1983 profit £8.4m (net of interest).

Betting : The biggest betting company in the world. 1983 profit £20.6m.

Retailing : Laskys. The leading specialist retailer of consumer electronics in the UK. 1983 profit £3.0m.

Entertainments : Social clubs and amusement machine hire divisions. 1983 profit £2.9m.

Media : Ladbroke's stake in Central TV and the newly acquired magazine publishing companies. 1983 profit £1.3m.

Group pre-tax profit for 1983 subject to final audit, after deducting interest and asset leasing, and before allocation to the employee share scheme was £42.4m.

Ladbroke is one of Britain's top 100 and Europe's top 200 companies.

Ladbroke Group PLC
Hotels·Property·Leisure·Retailing

MINING NEWS

UK COMPANY NEWS

Cautious view taken on current year prospects by Gencor

By KENNETH MARSTON, MINING EDITOR

A CAUTIOUS view of this year's outlook for General Mining Union Corporation (Gencor)—which is about to launch a R40m (£22.3m) rights issue—is taken in the annual report by Mr Ted Pavitt, chairman of the big South African mining and industrial group.

He is fairly bullish for gold, saying that "some recovery in the dollar gold price during the current year accompanied by a strengthening of the rand against the U.S. dollar are viewed as distinct possibilities."

He points out, however, that this would be unlikely to have any substantial impact on the gold sector. But the strengthening of the rand with its exchange rate disadvantage in the case of sales of dollars needed for imports would "inhibit the improving profitability of other mineral producers despite promising first signs of improved export demand and firmness prices."

Mr Pavitt holds out little hope of any worthwhile improvement in South African business conditions this year in view of the various parts of the world.

Japanese put squeeze on iron ore suppliers

PRESSURE exerted by Japanese steel mills on their Australian iron ore suppliers is threatening the stability of the iron ore mining industry, according to Mr David Karpin, general manager of marketing at the Rio Tinto-Zinc group's Hamersley operation in Western Australia.

In an interview with Reuters in Tokyo he said that the Japanese not only wanted sharp reductions in iron ore contract prices but also they sought sizeable cuts in contracted volumes. Although iron ore contracts are agreed on a long-term basis, price and volume are negotiated each year.

Mr Karpin, who is in Tokyo to renegotiate volume contracts and shipping schedules said: "We cannot accept any price reductions. If the Japanese want long-term stability it is essential to increase prices in the forthcoming year."

The Japanese importers, however, see little reason to accept price increases while iron ore is in heavy oversupply throughout the world. Hamersley is contracted to export 30m tonnes of iron ore a year to Japan but the amount being supplied is much less than this.

Last year Hamersley managed to raise total ore shipments by 15 per cent to 32.5m tonnes. Sales to Japan represented 55 per cent of shipments compared with 47 per cent in 1982. Sales to other markets improved and Hamersley is hoping to open up a new market in China.

Meanwhile, Mr Karpin is hopeful of an improvement in the Japanese market for iron ore. He points out that the country is coming strongly out of the recession and Japanese steel mills are comparatively very competitive.

He expects Japanese output of crude steel to rise modestly to around 104 tonnes this year. In pre-recession days it was running at about 130m tonnes annually.

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Over-the-Counter Market

High/Low	Company	Price	Change	Gross Yield	P/E	Fully
158 120	Ass. Brit. Ind. Ord.	128	-	7.5	5.8	
158 117	Ass. Brit. Ind. CULS.	141	-	10.0	7.1	
78 62	Airspares Group	65	-	6.1	9.8	18.6
322 141	Anglo American	25	-	7.2	2.2	13.1
58 53	Bray Technologies	57	-	2.7	4.7	10.4
220 157	CCL Ordinaries	200	-	6.0	2.5	4.5
455 100	Cinclid. Corp. Pref.	100	+ 5	15.0	1.8	—
249 100	Corcarborum Abrasives	425	+ 5	5.7	1.3	—
63 45	Deborah Services	103	-	17.8	17.0	—
62		62	-	6.0	8.7	33.2
195 75	Frank Horrell Pr Ord	87	-	8.7	4.5	8.2
68 28	Frederick Parker	297	-	4.3	14.6	—
30 32	Georgie Blair	36	-	—	—	—
305 134	Global Freight Carriers	45	+ 1	7.3	2.1	13.6
121 61	Iota Conv. Pref.	365x	-	17.1	4.7	—
226 159	Jackson Group	118	-	4.5	3.8	6.2
357 160	James Burrough	200	-	11.5	4.8	12.6
178 104	Macmillan Bloedel N.Y.	75	-	4.0	1.7	3.6
74 59	Robert Jenkins	104	-	20.0	18.2	12.1
121 57	Scrutons "A"	59	-	5.7	9.7	9.8
442 288	Telstar Holdings	17	-	2.9	4.3	—
82 17	Unilock Holdings	18	-	1.0	5.5	8.2
62 65	Water Alexander	82	-	6.8	8.1	17.1
276 238	W. S. Yates	243	-	17.1	7.0	3.8



ATLANTIC Computers Plc

Results for the year ended 31st December 1983

	1983 £'000	1982 £'000
Turnover	59,827	33,589
Group Profit before taxation and minorities	5,206	2,640
Profit attributable to shareholders	4,677	2,387
Group consolidated net assets	13,837	10,861
Earnings per ordinary share	19.49p	9.95p

Mr John Foulston, Chairman, reports:

- * Pre-tax profits up 97%—exceed Offer for Sale forecast.
- * Final Dividend of 1p (net) per share recommended and 1-for-2 Scrip Issue proposed.
- * Intention to pay dividends of 2.25p for 1984 on increased share capital.
- * All divisions and subsidiaries performed well. Market share increased significantly in both the UK and Germany.
- * Overseas operations expanded into Scandinavia.
- "I am confident that 1984 will be another excellent year for the Group"

Atlantic Computers Plc, Atlantic House, Red Lion Court, London EC4A 3EB.

JOHN D WOOD

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Harris Queensway up 57% to record £26m

TWO OF THE UK's leading retail groups, Harris Queensway and Debenhams are holding talks which could lead to the establishment of joint companies.

The announcement comes from Harris Queensway's preliminary statement which shows that the group has, for the third year running, achieved record profits.

For the year to December 24 1983, Harris published pre-tax profits up by 57 per cent from £16.32m to £25.62m, and the directors are recommending a higher final dividend of 4.75p, against 4p, for a higher total of 7p (5.67p).

Harris directors say that trading conditions were fairly good throughout 1983, apart from the very hot period in the summer, and it has been the first year since 1978 in which the results have begun to reflect the benefits of its recent expansion programme.

They consider that the results and prospects justify the increase in the final dividend. They also propose a one-for-one scrip for ordinary shareholders registered by May 4.

The directors go on to say that the main features of 1983 were a further significant improvement in the results of Queensway which is now benefiting from the new expansion programme of the past few years and better trading conditions.

Record results by Harris Carpets, which together with the other carpet divisions in the group, benefited from an upturn in the housing market and higher consumer spending.

Significant contributions to group profits from General Carpets, which was acquired at the beginning of the financial year, and Carpetland where a further 14 stores were opened during the year.

Finally, they point out, Harris Furnishing had a much more successful year, although trading conditions for furniture business in the high street continues to be more difficult than in other areas.

Looking ahead, they say that the arrangements with the Symphony Group for kitchen concessions within most Queensway stores and the acquisition for Harris of exclusive use of the well-established brand names Beauty and Lebus should help to improve profits.

Trading profits for the year expanded from £16.32m to £24.4m, and the taxable result was enhanced by a £1.7m carry-forward from losses payable to December 24 1980. Profit on property transactions fell to £205,000 (£86,000).

The tax took £7.97m (£5.05m) and minorities accounted for £360,000 (£226,000), leaving attributable profits at £17.3m (£10.02m). Earnings per share were 26.43p (18.42p).

Dividends will absorb £4.75m (£3.3m), after which the retained profit is £12.54m (£7.54m).



P. C. Harvey, the chairman of Harris Queensway, reports record profits for the third year running and is looking to establish a joint venture with Debenhams.

A substantial part of the proceeds of the rights issue has been spent on improving the company's property portfolio and on lease financing. The company had £1.5m cash and £1.5m available for distribution on December 24 1983.

See Lex

B. Matthews at record £7m and pays 6.5p

SECOND HALF profit from Bernard Matthews has reached £1.45m, and given a record £7.0m for the year ended January 1 1984, compared with £2.7m. A final dividend of 4p raises the total from 5.25p to 6.5p.

Bernard, which has a palm and rubber plantation in Malaysia, had turnover of £52.9m (£51.98m) in the last month to December 1983. It included £1.42m (£326,000) relating to produce from neighbouring estates.

Rubber crops harvested in the eight months to February 29 1984 were down on the corresponding period following the £10m disposal of its Castlefield Estate; all rubber is now harvested from the Bukit Bentut estate which is largely given over to oil palms.

The operating surplus for the six months was £214,000 (£16,000) and investment in come contributed £639,000 (£318,000).

However, increasing demand for the Golden Turkey, the company's most profitable product, achieved a greater market share.

Some £8m was spent on capital projects, the majority being incurred on the new turkey meat factory at Halesworth which opened towards the end of last year. The factory it replaced is now available for the production of a range of red meat products, including beef roasts.

After a net £12,000 (£547,000) of pre-tax profit came under review for the year ended January 1 1984, compared with £2.7m. A final dividend of 4p raises the total from 5.25p to 6.5p.

He is encouraged by the reception given to the two new Turkey Burgers and Turkey Steaks. The beef roast proved successful and distribution is being extended, while a range of new red meat products is also being developed.

The whole bird division operated with reduced profit because of depressed prices.

In the first half of 1984, the company faced a number of challenges, notably the need to diversify, especially into products with high value added content. Home-turkey steaks, sausages and roasts, all of which to B.M.'s credit help the processing activities to turn in around 35 per cent of group products.

The point is that to maintain customer interest the company has had to break itself into a continual product cycle. This provides a steady potential, whatever the market, for example meat, beef, roast, for example, has still to prove itself in a market which has seen many casualties before it does the pork and lamb roasts. Although innovation has been the basis of its success in the past, there is a question mark as to how long the company can continue to come up with new meals to fuel profits over time. All this probably highlights the company's vulnerability to economic growth again. Having gone as far as it can reasonably be expected to go in its traditional trade, the company's future depends on the ability to diversify, especially into products with high value added content. Home-turkey steaks, sausages and roasts, all of which to B.M.'s credit help the processing activities to turn in around 35 per cent of group products.

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The material damage in insurance claim following the fire has been settled in full and payments on account have been agreed in respect of the gross revenue losses claim. The fire delayed the planned new product launches, and the company had to finance excessive stockholdings of turkey meat which it plans to eliminate during the current year.

CONFIDENCE AT mid-term was justified for Lambert Howarth Group, footwear manufacturer and sub-supplier to Marks and Spencer. A strong second half saw pre-tax profits rise from £1m to £2.77m (£237,174) and interest charges fell from £78.32m to £14.36m (£500,257). The dividend was 4.25p, against 3.54p, to lift the year's total from the equivalent of 4.75p to 5.75p. Another 1-for-5 scrip issue is

COMPANY NOTICES

ANGLO AMERICAN GOLD INVESTMENT COMPANY LIMITED

Incorporated in the Republic of South Africa

NOTICE IS HEREBY GIVEN THAT THE COMPANY WILL HOLD A GENERAL MEETING OF MEMBERS OF ANGLO AMERICAN GOLD INVESTMENT COMPANY LIMITED ON FRIDAY, APRIL 13, 1984, AT 0900HRS, FOR THE FOLLOWING PURPOSES:

1. To receive and consider the annual financial statements of the company for the year ended December 31, 1983.

2. To elect directors in accordance with the provisions of the company's articles.

3. To consider and, if deemed fit, to pass with or without modification, the following resolutions as ordinary resolutions:

(a) To alter and amend the articles of association so as to increase the cumulative preference shares of 10 cents each in the capital of the company and to make such other alterations as may seem fit.

(b) To make arrangements on such terms and conditions as they may deem fit for the transfer of any shares in the company offered by way of rights issues but not exceeding 10% of the issued share capital.

(c) Any other resolution of any character or nature which may be proposed at the meeting.

Financial Times Friday March 30 1984

BIDS AND DEALS

'Excellent returns' as Croda moves past £17m

FOR THE third year running Croda International, the chemical processor, has improved its profits significantly. The group is moving back to the sort of levels of performance which it considered remarkable a decade or so ago, says the chairman Sir Frederick Wood.

In 1983 sales rose by 11 per cent, from £207.1m to £241.13m and profits by 17 per cent from £15.0m to £20.5m. Last year the group appears to be staying satisfactorily; the group has every expectation of improving its results yet again, the chairman tells shareholders.

He makes particular reference to the specialist chemicals divisions whose returns at home, in the US and elsewhere throughout the world "have been really excellent." More than one half of profit was produced by these operations whose capital employed was only about one-third of the total involved in

A split of the profit shows, in 5000s: Croda Chemicals £12,251 (£6,638); World Traders £2,659 (£3,754); Polymers £2,023 (£4,413); Organic Chemicals—synthetic division sold last October £783 (£117), and related businesses £588 (£386). After tax £7.6m (£6.2m), minorities £101,600 (£56,000), and extraordinary debits £2,332 (£1.22m); the net attributable to Croda came to £7.53m (£7.15m). Basic earnings are shown at 16.6p (14.24p) pre-tax and 9.31p (£7.82p) net, and fully diluted at 16.03p (£12.9p) pre-tax and 9.31p (£7.82p) net. The final dividend is 4p to maintain the total at 7p net.

To give maximum support to an expansion of retailing interests in the UK, Croda has formed a new sub-group with the same Cromano Consumer Products, which will include all operations in that area.

Comment

The timing of Burmah Oil's 1981 bid for Croda (at 70p a share) now looks better by the month. Indeed, its move, broadly speaking, has been broadly defined to include the British division's future business, have been the mainstay of Croda's cyclical recovery. The real surprise, though, is that the traditionally strong September-November trading period should also have provided the Polymers and World Traders divisions with quite such a boost in 1983. Probably profits early in the year were sapped a little by Croda's efforts to defend its pre-tax profits in 1982, in deference to its supporters against what Burmah bid—so the final results may understate the total impact of the recovery, which has apparently continued into the current quarter. On this premise, and assuming an upturn in the Australian operations in the year to this September, Croda ought to be aiming for a much as £250m pre-tax in 1984, up 12 per cent. At 7p, the prospective p/e is still under 10 on the fully diluted, stated tax basis and the yield is 8½ per cent. And with the net debt: equity ratio back under 20 per cent—at its lowest since the '60s even after all the recent streamlining—perhaps Croda might even contemplate some further expansion to just a little of the market's old enthusiasm.

BANK RETURN

	Wednesday March 28 1984	Increase (+) or Decrease (-) for week
BANKING DEPARTMENT		
Liabilities		
Capital	£ 14,553,000	
Public Deposits	£ 93,044,657	- 384,854,740
Bankers Deposits	£ 655,643,455	+ 75,826,082
Reserve and other Accounts	£ 1,400,219,390	+ 416,952
	£ 3,011,460,602	- 470,370,880
Assets		
Government Securities	£ 507,218,398	- 65,602,682
Advances & other Accounts	£ 750,506,573	+ 95,147,836
Provisions Equipment & other Secs	£ 1,746,022,188	- 484,811,157
Notes	£ 187,688	+ 5,474,165
Coin	£ 3,011,460,602	- 470,370,880
ISSUE DEPARTMENT		
Liabilities		
Notes issued	£ 11,660,000,000	+ 70,000,000
In Banker's collection	£ 11,552,975,058	+ 7,301,700
In Banking Department	£ 7,026,944	+ 5,017,100
Assets		
Government Debt	£ 11,015,100	- 70,000,000
Other Government Securities	£ 1,015,447	- 365,828,112
Other Securities	£ 6,330,560,463	- 282,226,000
	£ 11,660,000,000	+ 70,000,000

The Lombard 14 Days Notice Deposit Rate is 8 3% 84 per annum Minimum deposit £2,500	The Lombard Cheque Savings Rates are 8 1% 84 per annum When the balance is £2,500 and over	6 1% 64 per annum When the balance is £2,500 and over
17 Bruton St., London W1A 3DH. For details phone 01-409 3434 Ext 484		
VONTobel EUROBONDINDEXES WEIGHTED AVERAGE YIELDS PER 27 MARCH 1984		
INDEX Today Last week Year's High Low Year's High Low		
USS Eurobonds 12.41 12.27 12.41 11.52 DM (Foreign Bond Issues) 7.25 7.20 7.16 7.05 HUF (Bearer Notes) 7.62 7.54 8.11 7.85 Can\$ Eurobonds 18.82 13.59 13.81 12.81		
Bank J. Vontobel & Co Ltd, Zurich Tel: 010 411 488 7111		

CU shares advance 17p on 'dawn raid' speculation

BY ERIC SHORT

THE SHARE price of Commercial Union Assurance, the insurance group, has improved its profits significantly. The group is moving back to the sort of levels of performance which it considered remarkable a decade or so ago, says the chairman Sir Frederick Wood.

In 1983 sales rose by 11 per cent, from £207.1m to £241.13m and profits by 17 per cent from £15.0m to £20.5m. Last year the group appears to be staying satisfactorily; the group has every expectation of improving its results yet again, the chairman tells shareholders.

He makes particular reference to the specialist chemicals divisions whose returns at home, in the US and elsewhere throughout the world "have been really excellent."

More than one half of profit was produced by these operations whose capital employed was only about one-third of the total involved in

Arguments have been advanced that CU is about to sell off its US interests or merge into another US insurance group. Now some investors are even debating whether CU will follow the example of Bowater and separate its US business from its activities in the rest of the world.

However, the latest speculation is that CU will be taken over by a stake in Commercial Union. Such takeover considerations have been popular ever since the West German insurance group Allianz Versicherung made an unsuccessful attempt to

acquire Eagle Star Holdings.

Various U.S. insurance groups are being put forward as possible candidates, ranging from companies with already established domestic life insurance operations, to domestic life companies eager to diversify into the US and overseas general insurance markets.

Commercial Union claimed no knowledge of any moves to acquire its shares, neither has it any plans for making any early announcements on its US or any other major operations.

Its Annual General Meeting is

on April 16.

It is understood that the group is about to bid for or take a stake in Commercial Union.

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Copper prices surge to eight-month high, Page 36

SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Friday March 30 1984

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WALL STREET

Excitement abates as funds firm

THE EXCITEMENT in Wall Street financial markets died away yesterday when the Federal funds rate, freed from the technical pressures of the bank settlement operations, returned to 10 per cent after its plunge to 5 per cent on Wednesday and both stock and bond markets settled down around overnight levels, writes Terry Byland in New York.

Confidence in the credit markets was helped by the successful outcome of the auction of \$5.25bn in seven-year Treasury notes, and by reports of a good demand ahead of yesterday's auction of \$3.75bn in 20-year bonds.

The existing 20-year Treasury bond was very firm as the outcome of the auction was awaited. But the rest of the bond sector shaded lower after the announcement that the Commerce Department's leading economic indicators had risen by 0.7 per cent in February, rather more than expected. In the stock market, prices edged forward after a dull start.

Leading stocks moved ahead steadily during the morning, but began to slip lower towards the close under the influence of a dull bond market. The Dow

Jones industrial average ended a net 3.87 points down at 1,170.75, on turnover of \$2.8m.

The bond market remained dull beneath the shadow of the Federal Funds rate, which edged up to 10 per cent. The auction of 20-year bonds brought a yield of 12.47 per cent. Demand at the auction was disappointing in view of the preceding optimism. Bonds turned easier at the close, despite the announcement of an almost unchanged M1 money supply total.

On the oil pitch, Shell Oil was suspended at its own request pending a statement from the board room. On the American Stock Exchange, Husky Oil, the Canadian energy group, made a delayed start at \$9, down 5% after the news that U.S. Steel's Marathon Oil subsidiary was to buy Husky's U.S. oil operations.

Other Canadian oil stocks sprang to life after the U.S. Steel announcement. Dome Petroleum added 5% to \$34, and Gulf Canada, although unchanged at \$14, had a busy session.

The revival in the oil sector brought interest in some of the recent U.S. takeover favourites. Unocal put on 5% to \$37% in heavy trading.

The hand of the chief institutions appeared to be disclosed in gains among the market leaders, including General Motors, 5% up at \$65%; Ford, 5% up at \$37%; and General Electric, 5% higher at \$35%. But IBM at \$115 gained only 5%.

AT&T remained very active, although unchanged at \$15% after its entry into the computer business. But Mitel shed a further 5% to 57% in continued response to adverse comment on its place in the telephones market.

Digital Equipment, still unsettled by the prospects of direct competition with AT&T, lost a further 5% to \$91.4%.

Head of the active stocks list at one time was UAL (United Airlines) which gained 5% to \$32% on renewed appreciation of growth prospects in the U.S. domestic airline industry.

There was a sharp fall in Walt Disney after Mr Saul Steinberg disclosed that he was the mystery buyer in the market. The stock dipped 5% to \$62%, with investors unconvinced that Mr. Steinberg would move to a full bid.

The surprise news that the Columbia Court of Appeals had granted a temporary stay of the FCC's approval for the takeover by McDonnell Douglas brought a delayed start for Tymshare, which later traded 5% down at \$24%.

Caterpillar Tractor eased by 5% to \$52% as profits were taken after the gain of the previous session. But firm spots among the industrials included Motorola, up 5% to \$118%; Merck, the pharmaceuticals group, added 5% to \$94.

In the consumer sector, Campbell Soup added 1% to \$61% after press comment on moves to enter new markets, and to redesign the famous soup can. J.C. Penney, the department store group, gained 5% to \$50.

Stock prices began to slip back from their best levels at midsession, however, and there were still many doubts over the outlook for the equity market. Several analysts doubted whether the stock market had yet established a base sound enough for a recovery to commence, and doubts over the credit policy of the Federal Reserve were again cited as reasons for caution.

In the credit markets, the strength of the existing 20-year bond seemed to bear out reports that nearly \$1bn of the new issue had been bought ahead of the auction in the yield-only market. Principal investors want the bond because they will split the bond from its dividend coupon, and trade both parts as zero-coupon securities.

But the rest of the bond market slackened off after Wednesday's bulls had found buyers unwilling to follow them. Falls of around 5% were spread throughout the list, with the key long bond 5% off at 98% to yield some 12.48 per cent.

Treasury bill rates opened higher but topped off after the Fed announced that it would buy bills after the auction. Three-month bills stood at a discount of 9.71 per cent, four basis points up, with the six-month bill at 9.82 per cent, adding five basis points.

LONDON

THE OVERNIGHT surge on Wall Street gave a boost to confidence in London equity markets yesterday. Leading equities took a distinct turn for the better at the outset and resulted in a gain of 6.6 in the FT Industrial Ordinary index to 881.8 by the close. The FTSE 100 advanced 10 points to 1,113.6.

Bowater featured again with a 20p rise to 328p ex-rights, while Grand Metropolitan, another index constituent, gained 14p to 334p owing to a technical position in traded options. ICI remained sensitive and closed 2p down at 612p.

Commercial Union advanced after hours to finish 17p higher at a new peak of 205p on suggestions of a dawn raid on the shares today. Other composite insurers gave a strong performance, with U.S. six-month CDAs up 10.30.

Bonds were quietly traded but up to 30 basis points stronger.

Stockholm - which will be closed today for yet more work on the exchange computer necessitated by the market's heightened international profile - had a buoyant but uneven finish to the week.

Vehicle issues were in demand, taking Saab-Scania up SKr 9 to SKr 396 and Volvo SKr 15 higher at SKr 492. But one of the weak points was Asea, down by that amount at SKr 380.

A firm but quiet Paris featured demand for constructions, where Sté Générale d'Enterprises put on Fr 4.70 to Fr 74 and Polier FF 10 to FF 360. Club Med was favoured with a FF 30 rise at FF 825, while a profits and dividend boost from Alstom-Atlantique took it FF 3.90 higher to FF 188.

Oils were active, with Atlantic Resources making a good recovery of 50p to 510p, after 520p, while other Irish oils moved ahead in sympathy.

South African golds and related issues staged a strong rally with widespread gains of up to 22%.

Gilt-edged securities tended harder in quiet trading with underlying sentiment aided by the overnight improvement in U.S. bonds.

Chief price changes, Page 30; Details, Page 31; Share information service, Pages 32-33.

AUSTRALIA

IMPROVED metal prices, lower domestic interest rates and Wall Street's rally combined with strong overseas support to push Sydney higher. The All Ordinaries index closed 5.3 up at 745.1, although turnover was low ahead of next week's abolition of fixed brokerage rates.

BHP and its consortium partners in the Timor Sea exploration project continued to attract attention, with BHP rising 10 cents to AS13.90 ex-rights, while stores group Myer Emporium, which announced a strong first-half profits recovery after the previous session's close, ended 1 cent down at AS1.89.

Other losers for the day included Bridge Oil, 10 cents off at AS3.10 after the delay to the opening of its Guinea diamond mine caused by the death of President Sekou Touré.

SOUTH AFRICA

THE FIRMER trend in Johannesburg was attributed more to a bullion price recovery than to domestic budget proposals announced on Wednesday.

Buffels moved up R2.25 to R78.50 and Free State Geduld rose 50 cents to R53.50.

Industrial leader Barlow Rand recouped most of the previous session's loss with a 30-cent gain to R14.40, while in international populars, De Beers improved by 25 cents to R10.25 and Anglo-American Gold scored an impressive R4.50 jump to R151.50.

AE & CI was unchanged at R8.65 as consumer-related Rembrandt and OK Bazaars were steady at R28 and R19.75.

EUROPE

A limited allure attained

JUST AS the European bourses had escaped too harsh a reaction to Wall Street's recent ill, so the overnight revival in the fortunes of U.S. stocks was interpreted yesterday as requiring no immediate bounce back to big-scale buying.

Trading levels picked up somewhat, but remained within the sluggish bounds of the past few weeks, while the generally firmer tone which resulted paid heed both to hopes of a continued upward correction in New York and to the knowledge that the course of world interest rates remained obscured.

An early influx of Frankfurt orders quickly dwindled, and by the time of its midsession calculation the Commerzbank index had slipped 2.8 to 1,020.6.

Squaring of positions ahead of the end of the quarter today was offered as an explanation of the dullness, as was disappointment at the muted response to a good run of corporate results. The weight of new paper overhanging the market - the latest from Porsche - was cited as a third reason for restraint.

Commerzbank itself, after turning in doubled profits and resuming dividend distribution, could find only 80 pfg more at 179.30.

The pending arrival of Porsche, in preference share form only, did not seem unduly to distress holders of the two quoted luxury car makers. Daimler-Benz eased DM 1 to DM 557 and BMW picked up DM 1.70 to DM 413.20.

Among the day's best showings was a DM 3.50 jump in Thyssen at DM 84 as the steelmaker squared up to meet its shareholders.

Domestic bonds finished on the firm side, up to 30 basis points better, although with losses of 15 basis points here and there, and the Bundesbank was able to dispose of DM 89.8m in public paper.

Foreign demand was found wanting in Amsterdam, and the best of the session's gains were not sustained. Some interest from abroad was seen in Royal Dutch, allowing it a FL 1.40 advance to FL 153.20 ahead of news from the U.S.

Profit projections from Philips meant while brought only a 30-cent firmer outcome at FL 48.60.

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at SwFr 7,650 and Union Bank at SwFr 3,450. Bonds stagnated ahead of the result of a new federal issue.

Mixed Brussels dealings showed few sharp movements. Groupe Bruxelles Lambert came back BF 25 to BF 2,495 and Société Générale de Banque firmed BF 15 to BF 3,315, both on results.

Worries over the Italian coalition's ability to secure some wage restraint continued to beset Milan, while additional discontent came from the terms of a rights issue by IFI priced at L3,000. The holding company's shares slid L201 to L5,860 and Fiat, part of the group, fell L88 to L4,350.

Bonds were actively traded, and firms

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

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Continued on Page 30

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued from Page 28																																							
12 Month High		12 Month Low		P/ Ss		100s High		12 Month Close		Chg. Prev.		12 Month High		12 Month Low		P/ Ss		100s High		12 Month Close		Chg. Prev.		12 Month High		12 Month Low		P/ Ss		100s High		12 Month Close		Chg. Prev.					
Stock	Div. Yld.	High	Low	Div.	Yld.	High	Low	Close	Quote	Close	Close	Stock	Div. Yld.	High	Low	Close	Quote	Close	Stock	Div. Yld.	High	Low	Close	Quote	Stock	Div. Yld.	High	Low	Close	Quote	Stock	Div. Yld.	High	Low	Close	Quote			
RCA	\$2.12	77	74	100	74	274	274	-1/4	1/4	24	194	Shake	\$2.41	61	174	174	-1/4	1/4	454	272	305	305	372	+1/4	562	37	USG	\$1.80	73	1	55	55	+2/4	474	25	258	258	254	+1/4
RCA	\$3.65	62	59	100	62	314	314	-1/4	1/4	23	114	Shield	\$3.51	64	165	165	-1/4	1/4	452	33	444	444	442	+1/4	562	38	USHo	\$2.36	10	430	430	424	+1/4						
ALC	\$2.00	24	18	47	55	145	145	-1/4	1/4	51	145	SHLD	\$2.35	60	357	357	-1/4	1/4	452	33	444	444	442	+1/4	562	39	USLeas	\$7.59	15	7	72	72	+1/4						
RTE	\$2.13	13	13	50	54	100	100	-1/4	1/4	198	527	Shelt	\$2.30	59	25	25	-1/4	1/4	452	33	444	444	442	+1/4	562	40	USLeas	\$7.59	15	7	72	72	+1/4						
RaisPer	\$2.14	11	10	57	62	107	107	-1/4	1/4	207	142	Shew	\$2.30	50	11	10	-1/4	1/4	452	33	444	444	442	+1/4	562	41	USLeas	\$8.25	7	3	304	304	+1/4						
Ranco	\$4.45	11	11	35	45	165	165	-1/4	1/4	344	151	Shew	\$4.33	61	165	165	-1/4	1/4	452	33	444	444	442	+1/4	562	42	USLeas	\$1.33	1	13	13	13	+1/4						
Raym	\$4.8	8	8	32	40	145	145	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	43	USLeas	\$1.33	1	13	13	13	+1/4						
Raym	\$7.04	14	11	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	44	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	45	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	46	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	47	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	48	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	49	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	50	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	51	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	52	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	53	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	54	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	55	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	56	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	57	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	58	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	59	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	60	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	61	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	62	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	63	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	64	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$4.33	31	63	63	-1/4	1/4	452	33	444	444	442	+1/4	562	65	USLeas	\$1.33	1	13	13	13	+1/4						
Reed	\$2.22	13	12	10	10	104	104	-1/4	1/4	145	145	Shew	\$																										

WORLD VALUE OF THE POUND

**every Tuesday
in the
Financial Times**

COMMODITIES AND AGRICULTURE

Eggs will cost 3·6p more from next week

By John Edwards, COMMODITIES EDITOR

EGG PRICES are to rise next week according to Goldenray, the leading UK egg marketing consortium. Retail prices for number one to four grades are expected to increase by between 3p to 6p a dozen.

The differences in the forecast price rises reflect the fact that discounts and special offers by shops in the seasonably quiet month of March are likely to be phased out.

Demand for eggs tends to build up prior to the Easter holiday, while production this year is estimated to be running at some 40,000 cases (of 30 dozen eggs each) a week below last year at 575,000 cases against 616,000 cases in the same period of 1983.

• PRICES FELL for the third day running on the London potato futures market yesterday, with the April position closing at £194.90 per tonne, down from £201.80 on Wednesday and £205.00 on Tuesday.

• ARGENTINE beef production in 1983 totalled 2.44m tonnes, down 5 per cent from the previous year.

• A COMMITTEE set up to review Ghana's cocoa producer price held its first meeting in Accra yesterday and discussed ways of establishing a mechanism for determining the price.

• SHOPPERS would buy more British pork and bacon if pig farmers would produce consistent quality pig meat in sufficient quantity to woo the major supermarkets, according to Mr Douglas Cargill, deputy chairman of Food From Britain.

• SURINAM'S two bauxite companies, Billiton and Surlico, are to merge some of their activities to save costs. Billiton will take a 45 per cent interest in Surlico's aluminium refiners

Copper surges to 8-month high

By Richard Mooney

COPPER PRICES surged to the highest levels for over eight months on the London Metal Exchange yesterday, in spite of the depressing influence of a rise in the value of sterling against the dollar.

Three months' higher grade copper touched \$1,100 before closing at \$1,088.25 a tonne, \$18.5 up on the previous day.

The upward trend was encouraged by firm prices on the New York (Comex) market overnight reflecting more optimism about the growth in U.S. industrial activity and a slowdown in U.S. interest rates that also helped push gold up.

Lead values climbed to the highest levels for two years continuing the recent rise in the market that has added nearly \$65 during the past month alone.

Three months' zinc on the LME closed only \$1.75 up at \$121.5 a tonne, while the cash price was \$3 lower at \$73.5.

World wheat estimate up

By John Edwards

THE INTERNATIONAL Wheat Council, in its latest market report out yesterday, again raised its estimate of 1983 world production to 492m tonnes—2m tonnes above its estimate in February and 3m more than the output of 1982.

Reviewing the outlook for this year's production, the report says that prospects for the 1984 world wheat crop appear generally promising.

It notes that there was an increase in winter wheat plantings in all the major producers in the northern hemisphere, including the US, Soviet Union

and the European Community. The council has already predicted that the world wheat output could reach 500m tonnes this year, unless there are some major crop setbacks because of unfavourable weather conditions.

The report leaves its estimate for world coarse grain output unlikely to exceed 250,000 tonnes at 1983/84, down from 333,000 tonnes in the previous year and 440,000 tonnes in 1981/82.

With total supplies already near the level of the amount Britain was importing before joining the EEC, New Zealand had already taken more than its fair share of the reduction in the butter market, he added.

Sufficient NZ butter to meet demand

By Richard Mooney

NEW ZEALAND butter is not likely to disappear from British supermarket shelves as a result of the EEC farm policy stalemate, the New Zealand Dairy Board said yesterday.

U.S. producers Asarcos announced after the London market had closed that it is raising its domestic selling price for butter by 1 cent to 26 cents a pound.

The Broken Hill stoppage, and rise in copper, failed to stimulate the zinc market much, with traders worried whether the present high price levels can be sustained, especially as many producers are apparently reluctant to follow Noranda's recent move to lift its European producer quotation 40 to \$1,000 a tonne.

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No easy answers on questions of quotas

his over production because it is shared with those who keep their production steady or even reduce it. The super levy proposed by the European commission aims to make the excess production stimulus towards the production of quality grain.

The EEC has always had a quota for sugar beet adminis-

ting to a surplus over quota. He said he could either sell to the wheat board at a realisation price, or find some livestock feeder who would take it off his hands at a slightly better price than the board—a move of questionable legality.

In Canada, at about the same time, I found that the wheat board was so restricting deliveries that farmers were suffering severely from cash shortage. They were not paid until they had put their wheat in a wheat board store.

There was a thriving illegal market in grain at about half the fixed price for animal feed, and many farmers were said to be using wheat as currency for paying their bills and sending their children to college.

The object of all the schemes I have mentioned has been to restrict production to a level which will make for a viable price to the farmer. A simpler way was the old U.S. set-aside, by which farmers were paid for taking land out of wheat and certain other crops. It was much cheaper than the payment-in-kind programmes of last year and much simpler to operate. It was suggested for the EEC when Sir Edward Mansfield proposed taking 3m hectares out of production. He was roundly abused for his plans, and they got nowhere. But he was right. It is the only way.

Farmer's viewpoint: By John Cherrington

British farming. Until EEC entry, the Hops Marketing Board maintained a quota system matched to the market both for home sales and export.

My employer could have handled the surplus himself,

had he found a local outlet.

When the grower had harvested his quota the balance was left on the vine.

Quotas were saleable between growers as they were tied to the farm. It must have worked well because one never met a poor hop grower.

In 1982 legislation established a national quota of malleable wheat. This was applied to the whole crop and not the individual farm. The price guaranteed was about £10.25 a tonne and the market price was made to this level by a deficiency payment although it was not called that. It was, in fact, the forerunner of the deficiency payments system. If production exceeded the quota limit, the price was reduced.

In 1970 I was visiting a wheat grower in Western Australia who had just received the advice that his wheat sales quota was going to be cut by 30 per cent for the next harvest.

I asked him what he would do if he had a good crop, lead-

ing to a surplus over quota. He said he could either sell to the wheat board at a realisation price, or find some livestock feeder who would take it off his hands at a slightly better price than the board—a move of questionable legality.

The EEC has always had a

quota for sugar beet adminis-

ting to a surplus over quota. He said he could either sell to the wheat board at a realisation price, or find some livestock feeder who would take it off his hands at a slightly better price than the board—a move of questionable legality.

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Nicaragua seeks cotton pickers

AN EMERGENCY appeal has been made by the Nicaraguan Government for 6,000 voluntary cotton pickers to bring in an estimated 300,000 quintales of cotton in danger of being lost due to the early rains, writes Tim Coone.

This represents approximately 12·15 per cent of the country's important cotton crop.

PRICE CHANGES

BRITISH COMMODITY PRICES

	Mar. 29 1984	+ or -	Month ago	Mar. 29 1984	+ or -	Month ago
METALS						
Aluminium	\$1,100		\$1,100	\$1,155	+55	\$1,120
Free Nik...	\$1440/1470			\$1615/1646	+175	
Copper	\$1080.25	+17.25	\$996.25	\$1080.25	+18.5	\$1095.25
C. mths	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
3 mths	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Gold	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Lead	\$120.15	+1.15	\$119.00	\$120.15	+1.15	\$119.00
nickel	\$456.50	+1.15	\$456.50	\$456.50	+1.15	\$456.50
Tin	\$109.25	+1.15	\$109.25	\$109.25	+1.15	\$109.25
3 months	\$109.25	+1.15	\$109.25	\$109.25	+1.15	\$109.25
Zinc	\$109.25	+1.15	\$109.25	\$109.25	+1.15	\$109.25
tin	\$109.25	+1.15	\$109.25	\$109.25	+1.15	\$109.25
Wolfram	\$24.88	-0.25	\$24.88	\$24.88	-0.25	\$24.88
Zinc	\$75.80	+1.15	\$76.75	\$75.80	+1.15	\$76.75
tin	\$75.80	+1.15	\$76.75	\$75.80	+1.15	\$76.75
Producers	\$1054/1089			\$1050/1080	-4	

AMERICAN MARKETS

	Mar. 29 1984	+ or -	Month ago	Mar. 29 1984	+ or -	Month ago
BASE METALS						
Copper	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Gold	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Lead	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
nickel	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Tin	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
zinc	\$1095.25	+18.5	\$1095.25	\$1095.25	+18.5	\$1095.25
Wolfram	\$24.88	-0.25	\$24.88	\$24.88	-0.25	\$24.88
Zinc	\$75.80	+1.15	\$76.75	\$75.80	+1.15	\$76.75
tin	\$75.80	+1.15	\$76.75	\$75.80	+1.15	\$76.75
Producers	\$1054/1089			\$1050/1080	-4	

LONDON OIL

SPOT PRICES

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar recovers from weak start

The dollar finished close to its best level of the day in currency markets yesterday but still showed losses from Wednesday's closing levels in London. The market had been waiting for the results of U.S. trade figures for February. The figures showed a record deficit of \$10.09bn but this was within some of the worst expectations and market sentiment was turned to some extent by a larger than expected rise in U.S. leading economic indicators.

Consequently there was little incentive to sell dollars and in the absence of any real pressure, the dollar rose to its best level of the day. U.S. M1 money supply figures were due for release after the close of business in London and were expected to show a small decline. This was not seen as exerting much influence on the dollar however.

The dollar closed at DM 2.5920 against the Deutsche Mark, up from a day's low of DM 2.5665 but down from Wednesday's close of DM 2.5975. Against the Swiss franc it finished at SFr 2.1490 from FF 2.1580 earlier in the day. It was also lower against the French franc at FF 7.9875 from FF 7.9825. On Bank of England figures, the dollar's trade-weighted index fell to 126.0 from 126.3.

THE POUND SPOT AND FORWARD

	Day's spread	Close	%	Three months	%	One month	%	Three months	%
U.S.	-1.465/-1.4655	1.4670/-1.4680	-1.70	0.51/-0.5165	-1.75	1.4670/-1.4680	-1.70	0.51/-0.5165	-1.75
Canada	-1.8975/-1.8980	1.8918/-1.8920	-0.17	-0.27/-0.275	-1.57	1.8918/-1.8920	-0.17	-0.27/-0.275	-1.57
Norway	-4.21/-4.24	4.23/-4.24	-1.15	-0.55/-0.555	-2.71	4.21/-4.24	-1.15	-0.55/-0.555	-2.71
Denmark	-12.70/-12.79	13.77/-13.76	-1.00	-0.98/-0.985	-2.57	12.70/-12.79	-1.00	-0.98/-0.985	-2.57
Ireland	-1.2200/-1.2205	1.2245/-1.2255	-1.77	-1.77/-1.775	-4.08	1.2200/-1.2205	-1.77	-1.77/-1.775	-4.08
W. Ger.	-3.73/-3.76	3.75/-3.76	-1.15	-1.15/-1.155	-2.50	3.73/-3.76	-1.15	-1.15/-1.155	-2.50
Belgium	-2.0220/-2.0225	2.0240/-2.0245	-1.20	-1.20/-1.205	-2.48	2.0220/-2.0225	-1.20	-1.20/-1.205	-2.48
Spain	-21.05/-21.05	21.20/-21.20	-1.95	-1.95/-1.955	-4.08	21.05/-21.05	-1.95	-1.95/-1.955	-4.08
Italy	-22.00/-22.00	22.05/-22.05	-1.50	-1.50/-1.505	-3.57	22.00/-22.00	-1.50	-1.50/-1.505	-3.57
Norway	-1.4595/-1.4598	1.4625/-1.4630	-0.25	-0.25/-0.255	-1.57	1.4595/-1.4598	-0.25	-0.25/-0.255	-1.57
Sweden	-17.12/-17.15	17.14/-17.15	-1.15	-1.15/-1.155	-2.57	17.12/-17.15	-1.15	-1.15/-1.155	-2.57
Japan	-22.25/-22.25	22.25/-22.25	-0.50	-0.50/-0.505	-1.57	22.25/-22.25	-0.50	-0.50/-0.505	-1.57
Austria	-20.20/-20.20	20.25/-20.25	-0.50	-0.50/-0.505	-1.57	20.20/-20.20	-0.50	-0.50/-0.505	-1.57
Switz.	-3.00/-3.12	3.10/-3.12	-1.15	-1.15/-1.155	-2.57	3.00/-3.12	-1.15	-1.15/-1.155	-2.57

Belgian rate is for convertible francs. Financial franc 70.30-70.40. Six-month forward dollar 1.32-1.3750. Six-month forward franc 54.78-54.83.

OTHER CURRENCIES

	Mar. 29	\$	£	Note Rates
Argentine Peso	46.66-46.95	32.31-32.55	Austria	26.25-26.45
Australia Dollar	1.5430/-1.5455	1.0655-1.0665	Belgium	79.00-79.80
Bahrain Dinar	1.0000	1.0000	Denmark	15.40-15.50
Finland Markka	0.5464/-0.5500	0.5555-0.5555	Germany	5.78-5.80
Greek Drachma	145.76-145.95	102.80-102.80	Hong Kong Dollar	11.00-11.00
Iceland	2.1200-2.1205	1.2245-1.2255	Italy	2.05-2.05
W. Ger.	3.73-3.76	3.75-3.76	Ireland	1.15-1.15
Iceland	2.1200-2.1205	1.2245-1.2255	Portugal	1.00-1.00
Malta	1.2200-1.2205	1.2245-1.2255	Spain	2.15-2.15
Monaco	2.2200-2.2205	1.2245-1.2255	Switzerland	1.15-1.15
Sweden	17.12-17.15	17.14-17.15	Japan	22.25-22.25
Swiss	22.25-22.25	22.25-22.25	Austria	20.20-20.20
U.S.A.	2.00-2.00	2.00-2.00	Switz.	3.00-3.12

Selling rates.

EMS EUROPEAN CURRENCY UNIT RATES

	ECU	Currency	% change	from	% change	adjusted for	Divergence	Diversion limit %
Belgian Franc	44.9008	45.8978	+1.55	+1.55	+1.55	+1.55	+1.55	+1.55
Denish Krone	8.16104	8.1607	-0.52	-0.52	-0.52	-0.52	-0.52	-0.52
German D-Mark	2.24184	2.22739	-0.54	-0.54	-0.54	-0.54	-0.54	-0.54
Dutch Guilder	1.2700	1.2658	-0.48	-0.48	-0.48	-0.48	-0.48	-0.48
Irish Punt	0.72568	0.725027	+0.32	+0.32	+0.32	+0.32	+0.32	+0.32
Italian Lira	1063.49	1066.77	-0.48	-0.48	-0.48	-0.48	-0.48	-0.48

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

THE DOLLAR SPOT AND FORWARD

	Day's spread	Close	%	Three months	%	One month	%	Three months	%
U.S.	-0.17-0.23	-1.70	0.51-0.5165	-1.75	1.4670-1.4680	-0.19-0.23	-0.19-0.23	1.70-0.61-0.665	-1.75
Canada	-1.47-1.50	4.23-4.24	-1.15	-0.55-0.555	-2.71	4.23-4.24	-1.15	-0.55-0.555	-2.71
Norway	-1.4595-1.4598	1.4625-1.4630	-0.25	-0.25-0.255	-1.57	1.4595-1.4598	-0.25	-0.25-0.255	-1.57
Denmark	-12.70-12.79	13.77-13.76	-1.00	-1.00-1.005	-2.57	12.70-12.79	-1.00	-1.00-1.005	-2.57
Ireland	-1.2200-1.2205	1.2245-1.2255	-1.77	-1.77-1.775	-4.08	1.2200-1.2205	-1.77	-1.77-1.775	-4.08
W. Ger.	-3.73-3.76	3.75-3.76	-1.15	-1.15-1.155	-2.57	3.73-3.76	-1.15	-1.15-1.155	-2.57
Belgium	-2.0220-2.0225	2.0240-2.0245	-1.20	-1.20-1.205	-2.48	2.0220-2.0225	-1.20	-1.20-1.205	-2.48
Spain	-21.05-21.05	21.20-21.20	-1.95	-1.95-1.955	-4.08	21.05-21.05	-1.95	-1.95-1.955	-4.08
Italy	-22.00-22.00	22.05-22.05	-1.50	-1.50-1.505	-3.57	22.00-22.00	-1.50	-1.50-1.505	-3.57
Norway	-1.4595-1.4598	1.4625-1.4630	-0.25	-0.25-0.255	-1.57	1.4595-1.4598	-0.25	-0.25-0.255	-1.57
Sweden	-17.12-17.15	17.14-17.15	-1.15	-1.15-1.155	-2.57	17.12-17.15	-1.15	-1.15-1.155	-2.57
Swiss	-22.25-22.25	22.25-22.25	-0.50	-0.50-0.505	-1.57	22.25-22.25	-0.50	-0.50-0.505	-1.57
U.S.A.	-3.00-3.12	3.10-3.12	-1.15	-1.15-1.155	-2.57	3.00-3.12	-1.15	-1.15-1.155	-2.57

CURRENCY MOVEMENTS

	March 29	Bank of England Index	Morgan Guaranty Change	European Currency Unit	March 29	Bank of England Index	Morgan Guaranty Change	European Currency Unit
Sterling	80.4	80.4	-10.8	80.4	10.76	10.76	-10.8	80.4
Canadian	10.76	10.76	-0.06	10.76	-0.06	-0.06	-0.06	10.76
Austrian	10.58	10.58	-0.05	10.58	-0.05	-0.05	-0.05	10.58
American	10.58	10.58	-0.05	10.58	-0.05	-0.05	-0.	

This announcement appears as a matter of record only.



PERKINS ENGINES LIMITED (a subsidiary of Massey-Ferguson Limited)

has acquired



ROLLS ROYCE MOTORS DIESEL ENGINE DIVISION (a subsidiary of Vickers PLC)

Acquisition Finance provided by
CITIBANK N.A.
Asset Based Lending Division

Lease Finance arranged by
CITIBANK N.A.

Lease Finance provided by

St. MICHAEL FINANCE LTD.

March, 1984



U.S. \$25,000,000



UNITED OVERSEAS BANK LIMITED (Incorporated in the Republic of Singapore)

Floating Rate Notes Due 1989

In accordance with the provisions of the Notes, notice is hereby given that for the three month Interest Period from 30th March, 1984 to 29th June, 1984 the Notes will carry an interest rate of 11 1/2% per annum. The relevant Interest Payment Date will be 29th June, 1984 and the Coupon Amount per U.S. \$1,000 will be U.S. \$27.96.

Credit Suisse First Boston Limited
Agent Bank

U.S. \$50,000,000

BANCO de VIZCAYA, S.A. London Branch

Negotiable Floating Rate London Dollar
Certificates of Deposit Due 31st March, 1987

In accordance with the provisions of the Certificates notice is hereby given that for the six month Interest Period from 30th March, 1984 to 28th September, 1984 the Certificates will carry an interest rate of 11 1/2% per annum. The relevant Interest Payment Date will be 28th September, 1984.

Credit Suisse First Boston Limited
Agent Bank

U.S. \$30,000,000



KOREA FIRST BANK (Incorporated with limited liability in the Republic of Korea)

Floating Rate Notes Due 1989

In accordance with the provisions of the Notes notice is hereby given that for the interest period from 30 March, 1984 to 28 September, 1984 the Notes will carry an interest rate of 11 1/2% per annum. The interest payable on the relevant interest payment date, 28 September, 1984, against Coupon No. 6 will be U.S.\$285.95.

The Chase Manhattan Bank, N.A., London
Agent Bank

Kingdom of Sweden



U.S. \$150,000,000 Floating Rate
Notes Due 1988

For the six months
March 30th, 1984 to September 28th, 1984
the Notes will carry an interest rate of 11 1/2% per annum with a Coupon Amount of U.S.\$5719.10.

Bankers Trust Company, London
Fiscal Agent



ISTITUTO MOBILIARE ITALIANO US\$50,000,000 Floating Rate Notes Due 1992

For the six month period
30th March, 1984 to 28th September, 1984
the Notes will carry an interest rate of
11 1/2% per cent per annum, payable on the
relevant interest payment date 28th September, 1984

Bankers Trust Company
Principal Paying Agent

U.S.\$25,000,000
Floating Rate Notes due March 1984

BANCO DE SANTIAGO

(Incorporated with limited liability in the Republic of Chile)
In accordance with the provisions of the Notes and Agent Bank
Agreement between Banco de Santiago and Citibank, N.A., dated
September 24, 1980, notice is hereby given that the Rate of
Interest has been fixed at 11 1/2% p.a. and that the Interest payable
on the relevant Interest Payment Date, September 28, 1984, against
Coupon No. 8 in respect of U.S.\$10,000 nominal amount of the
Notes will be US\$3584.53.

March 30, 1984, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank

INTERNATIONAL CAPITAL MARKETS

EUROBONDS

Secondary market prices rise

BY MARY ANN SIEGHART IN LONDON

A SMALL glimmer of hope was evident in the Eurodollar bond market yesterday as secondary market prices rose by 1/4 to 1/2 point and new issues were well received.

Oesterreichische Postsparkasse, the Austrian post office savings bank, launched a \$75m, five-year bond through Orion Royal Bank. The issue, which is guaranteed by the Republic of Austria, pays a 12.4% per cent coupon at a price of 99% and is thought to involve a swap. It traded steadily at a discount of about 1/4 per cent.

Eurofim's \$100m deal, launched late on Wednesday night, had its first day's trading yesterday. De-

WEEKLY U.S. BOND YIELDS (%)					
	March 22	March 21	High	1984 Low	1984 High
Composite Corp. AA	12.05	12.12	12.12	12.12	12.12
Government:					
Long-term	12.57	12.57	12.57	12.57	12.57
Intermediate	12.21	12.19	12.21	12.21	12.21
Short-term	11.55	11.45	11.55	10.70	10.70
Industries AAA	12.55	12.74	12.74	11.78	11.78
Industries AA	12.05	12.07	12.05	12.05	12.05
Utilities AA	12.12	12.05	12.12	12.12	12.12
Preferred Stocks	11.52	11.40	11.52	11.07	11.07

Source: Standard & Poor's

has issued a \$25m, 10-year convertible through Daiwa Europe and Nomura International. It will have a coupon of around 3 1/2% per cent at par, but terms will be fixed on April 4.

After a sharp upswing in the New York market on Wednesday night, the dollar secondary market opened strongly yesterday. Trading was mainly professional, with dealers covering their short positions, and prices moved up across the board.

However, there was still some nervousness pending the money supply figures from the U.S. and the results of the Treasury auction.

and the other with a five-year life. DG Bank will be lead manager.

In Switzerland, Yearround Pharmaceuticals has launched a Swissfranc 100m, 5% year private placement through Credit Suisse. The issue carries equity warrants and will have a coupon of around 3 1/2% per cent. Final terms will be set on April 6.

The D-Mark secondary market also reacted well to the improvement in the New York market. Prices rose by 1/4 to 1/2 point. In Switzerland, prices edged up slightly, helped by the weaker dollar.

● The West German Bundesbank set a tender yesterday for a 30-day securities repurchase plan to add liquidity to the domestic money market at a minimum 5.5% per cent.

The central bank said that bids were due by 8am GMT today and the result would be made known later in the day.

Banks will be credited with the funds on April 2 and must buy back the securities pledged on May 2.

OVER-THE-COUNTER

Nasdaq national market,

3pm prices

Stock Sales High Low Last Chg
(Rate) (Rate) (Rate) (Rate)

Continued from Page 30

Stock	Sales	High	Low	Last	Chg (Rate)	Offer	day	week	Yield	Change on day	Change on week	Yield
U.S. DOLLAR STRAIGHTS												
Allied Chemical 11 1/2% 84	100	100	99 1/2	99 1/2	+1/2	99 1/2			12.55			
Australia Com. 11 1/2% 86	100	98	97 1/2	97 1/2	+1/2	97 1/2			12.54			
Australia Com. 11 1/2% 88	100	93	93 1/2	93 1/2	+1/2	93 1/2			12.54			
Australian Inv 11 1/2% 85	75	75	74 1/2	74 1/2	+1/2	74 1/2			12.54			
Australian Inv 11 1/2% 87	100	94	93 1/2	93 1/2	+1/2	93 1/2			12.54			
Australian Inv 11 1/2% 88	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
Canada 10 1/2% 88	500	97	96 1/2	96 1/2	+1/2	96 1/2			12.54			
E.C.C. 12 1/2% 85	75	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 86	50	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 87	50	93	92 1/2	92 1/2	+1/2	92 1/2			12.54			
E.C.C. 12 1/2% 88	100	93	92 1/2	92 1/2	+1/2	92 1/2			12.54			
E.C.C. 12 1/2% 89	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 90	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 91	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 92	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 93	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 94	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 95	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 96	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 97	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 98	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 99	125	95	94 1/2	94 1/2	+1/2	94 1/2			12.54			
E.C.C. 12 1/2% 00	125	95	94 1/2	94 1/2</								